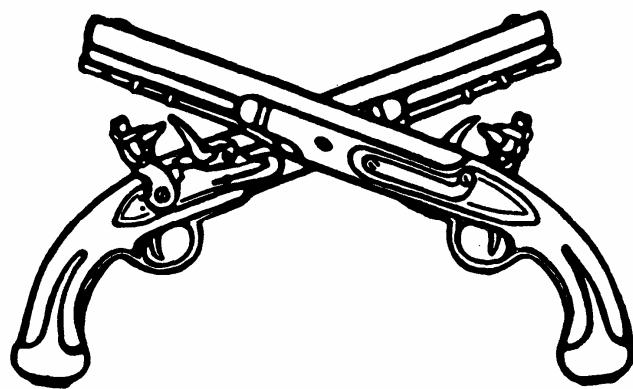


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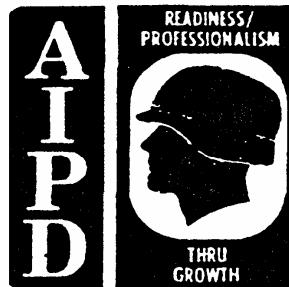
MILITARY POLICE STATION OPERATIONS

MP



SETS THE STANDARD FOR EXCELLENCE

THE ARMY INSTITUTE FOR PROFESSIONAL DEVELOPMENT
ARMY CORRESPONDENCE COURSE PROGRAM



US ARMY MILITARY POLICE
ADVANCED NONCOMMISSIONED OFFICER COURSE
MOS/SKILL LEVEL: 95B30

MP STATION OPERATIONS

SUBCOURSE NO. MP1033

US Army Military Police School
Fort Leonard Wood, Missouri 65473-8929

Four Credit Hours

GENERAL

The purpose of this subcourse is to instruct the student in selected aspects of the military police law and order mission. Among the facets of station operations to be covered are traffic control, patrol distribution, domestic disturbances, and the initial handling of rape victims.

SUBCOURSE OBJECTIVES

Lesson 1: TRAFFIC MANAGEMENT

TASK 1: Plan traffic management.

CONDITIONS: Given statistics on traffic flow, traffic accidents, and traffic violations.

(This objective supports SM task 191-379-5401, Plan and Review Traffic Enforcement Activities.)

Lesson 2: PATROL DISTRIBUTION

TASK 1: Prepare a patrol distribution plan for an installation.

CONDITIONS: Given criminal statistical data for a thirty-day period, authorized personnel and equipment, and a map of the installation.

SEPTEMBER 1990

(This objective supports SM task 191-379-5402, Prepare a Patrol Distribution Report.)

Lesson 3: FAMILY VIOLENCE SITUATIONS

TASK 1: Plan for the handling of family violence situations.

CONDITIONS: Given the requirement to respond to a family violence situation and applicable regulations.

(This objective supports SM task 191-379-6079, Plan for the Handling of Family Violence Situations.)

Lesson 4: ESTABLISH LIAISON FOR THE SENSITIVE HANDLING OF RAPE VICTIMS

TASK 1: Identify the agencies with which liaison has been established for handling rape victims.

CONDITIONS: Given the responsibility for coordinating liaison with outside agencies for handling rape victims.

(This objective supports SM task 191-379-6080, Establish Liaison for the Sensitive Handling of Rape Victims.)

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*** * * IMPORTANT NOTICE * * ***

THE PASSING SCORE FOR ALL ACCP MATERIAL IS NOW 70%.

PLEASE DISREGARD ALL REFERENCES TO THE 75% REQUIREMENT.

When used in this publication “he,” “him,” “his,” and “men” represent both the masculine and feminine genders, unless otherwise stated.

INTRODUCTION

The military police exist to provide support and assistance to the commander on the battlefield. The major mission facing the Army in peacetime is to maintain readiness. In large part, unit readiness rests on the morale, discipline, and training of its soldiers. All three of these factors suffer if the quality of life on the installation is not maintained. Soldiers and their families should be able to feel good about life in the Army community. They must have a safe and secure environment in which to live, work, and train. The military police soldier is a part of that community. At the same time, he has the opportunity to contribute to the safety, security, and the quality of life in the Army community. He also has the opportunity to contribute to the civilian community that surrounds the installation.

The military police soldier contributes to the readiness of the Army in many ways. He contributes through his own readiness to perform the complex duties expected of him in the airland battle. He also contributes by making the garrison installation, whether at home or abroad, a safer place for his fellow soldiers and their families.

Through an active physical security program, he protects the Army's assets. He guards the Army's installations and people against the threat of terrorists. MP initiatives in crime prevention and family advocacy help protect and assist their fellow soldiers and their families. Through the law and order mission the MP contributes directly to creating a safe and secure environment for his fellow soldiers and their families. In doing so, he contributes to the overall readiness of the Army.

This subcourse deals with several of the law and order missions of the military police in a peacetime environment. It will assist the MP soldier in understanding his role in protecting and assisting the Army community.

LESSON 1**TRAFFIC MANAGEMENT****TASK 1**

Plan traffic management.

CONDITIONS

Given statistics on traffic flow, traffic accidents, and violations.

STANDARD

Demonstrate your comprehension of the task by correctly answering 70% of the questions on the examination.

REFERENCES

STP 19-95B4	Soldier's Manual
AR 190-5	Military Police Motor Vehicle Traffic Supervision
AR 190-45	Military Police Records and Forms
AR 210-4	Personnel Parking Facilities Program and DA Ride Sharing Program
AR 385-55	Prevention of Motor Vehicle Accidents
FM 19-10	Military Police Law and Order Operations
FM 19-25	Military Police Traffic Operations

Manual on Uniform Traffic Control Devices, U.S. Department of Transportation

GENERAL

Military police control traffic to enable persons, vehicles, and materiel to move smoothly and safely. Traffic control on the battlefield, termed battlefield circulation control (BCC), is a major mission of the military police. Many of the principles and procedures used on the battlefield to control the flow of traffic are also used in peacetime, and vice versa.

In a peacetime environment on military installations, military police enforce traffic laws. They investigate motor vehicle accidents within their jurisdiction. The

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various civilian law enforcement agencies may be assisted in their investigations by military police when traffic accidents involve military vehicles or personnel, depending on the circumstances. On many installations, the military police operate the vehicle registration program. To enhance safety, military police often operate speed and intoxication detection devices.

Traffic control studies are often performed by MP. The purpose of the studies is to obtain information on specific traffic problems and usage patterns. These studies also contribute to the best use of limited military police assets. The studies assist in determining the most frequent type of accident; places accidents are most likely to occur; and the location and types of traffic violations that contribute to accidents and unsafe conditions. The evaluation and processing of much of this data has been enhanced with automatic data processing equipment. The provost marshal (PM) can then use this information to determine present and future needs for traffic control and associated traffic programs. The primary purpose of the entire program is to prevent traffic accidents.

The PM can also use selected information from these studies to analyze past and present alcohol and drug offenses. He can try to isolate areas that require additional traffic enforcement. Once the PM identifies the factors involved in drug and alcohol related traffic offenses, he can begin corrective measures. Corrective measures will involve many of the other staff agencies on the installation, as well as civilian agencies off the installation.

Results of traffic studies provide MP with information upon which to base measures to prevent accidents. One method that may be used is to distribute MP effectively on the days, and at the times and locations, where accidents are most likely to occur. It also allows the effective distribution of MP to alleviate traffic congestion. Through these studies, MP may determine the type of traffic offenses that are causing accidents. They can then concentrate on those types and locations of violations.

The effectiveness of the traffic control program can be evaluated through these studies, at least in part. Driver education and training, as well as pedestrian, programs can be developed. Driver and pedestrian programs that already exist can be improved. Recommendations on the more effective use of traffic control devices and other safeguards can be made to the facilities engineer. Traffic flow patterns may be modified. In some cases, engineering improvements to the road net may be made that enhance safety.

and ease the traffic flow. All of these factors will contribute to the prevention of traffic accidents.

RESPONSIBILITIES

Traffic management is a command responsibility. The commander uses various staff officers to carry out those responsibilities. As a general policy of the Department of Defense, all traffic programs and procedures are to be based on the National Highway Safety Program Standards (NHSPS). The NHSPS was implemented by the National Highway Safety Act of 1966, as amended. Devices and markings used in traffic control should conform as much as possible to the Manual on Uniform Traffic Control Devices published by the Department of Transportation.

The commander is responsible for public information and safety education. Several of the installation staff officers are involved in executing this mission. A key individual is the PM, as well as the safety officer and public affairs officer (PAO). Other staff officers will also be involved. It must be a total team effort to be effective. The degree of emphasis on selected parts of the program will vary according to the needs of the community. The program has three primary purposes. They are:

- o Teaching that traffic safety is a personal responsibility.
- o Providing information to drivers and pedestrians to enable them to protect themselves from accidents.
- o Developing a broader understanding of traffic problems in terms of engineering, enforcement, and education.

Provost Marshal (PM)

The PM (or equivalent law enforcement officer of other services) has overall staff responsibility for motor vehicle traffic supervision. He must maintain close liaison with other installation staff officers, as well as appropriate civilian agencies near the installation. The PM is involved in both traffic planning and safety, as well as traffic enforcement and investigation. Among the actions included are the supervision and control of motor vehicle traffic, the promulgation and enforcement of traffic laws and regulations, and the investigation of motor vehicle accidents.

LESSON 1/TASK 1

The operation of a privately owned vehicle on a military installation is a conditional privilege extended to individuals by the installation commander. In general practice, that conditional privilege is granted to almost anyone with a valid operators permit. The installation commander can suspend or revoke this privilege. This is usually done only when the individual exhibits unsafe driving practices. A motor vehicle operator program is established on the installation to manage this aspect of traffic control, education, and safety. Administration of the overall vehicle operator program is the responsibility of the PM. In accomplishing this task the PM, and his staff, coordinate closely with civil authorities and other installation staff agencies.

The PM (or other chief law enforcement officer) is also charged with preparing and maintaining the installation traffic circulation plan. The circulation plan provides for the maximum safe and efficient use of the road net on the installation. It is a major factor in the development of long range master planning for the installation. It must be closely coordinated with the facilities engineer and other staff officers. Close coordination must also be effected with civil authorities in adjacent jurisdictions.

Safety Office

The installation safety office is charged with the development and supervision of all types of safety programs for the installation. Within that mission, the safety office is vitally concerned with programs dealing with the prevention of motor vehicle accidents and safety. The PM coordinates closely with the safety office in providing information as to the causes of motor vehicle accidents, as well as other unsafe traffic conditions.

Facilities Engineer

The facilities engineer is tasked with the planning, construction, and maintenance of the roads and highways. He is also responsible for obtaining, installing, and maintaining permanent traffic control devices. These include traffic signs, signals, and pavement markings. The task is performed in close coordination with the PM. The devices are to conform with the Manual for Uniform Traffic Control Devices. The planning, construction, and maintenance of the road network is to conform with the NHSPS.

Traffic Engineer

Formal traffic engineering studies are conducted by the traffic engineer. These studies include the application of traffic engineering measures and techniques, including roadway re-design and traffic control devices, to suit installation conditions. The purpose of such actions is the reduction of traffic accidents. Those installations that do not have a traffic engineer may ask for assistance from the Military Traffic Management and Terminal Service (MTMTS).

Alcohol and Drug Control Officer

Alcohol education/treatment and/or rehabilitation services are the responsibility of this staff officer. The PM must work closely with him in general law enforcement matters. Many accidents involve the abuse of alcohol, as well as other drugs. Traffic law enforcement also detects individuals operating motor vehicles while abusing alcohol and other drugs. This information, and cooperation with the PM, aids the alcohol and drug control staff officer and the PM in detecting and assisting those persons abusing these substances.

PLANNING

One of the major tools available to the PM in maintaining the traffic circulation plan, and in planning enforcement activities, is traffic control studies. They can greatly assist in the safe, efficient movement of traffic on the installation.

Coordination and Master Planning

Traffic management and planning is an area of major concern in installation master planning. The installation master plan details the major construction activities that are to take place in the future. It is developed and maintained by the facility engineer. An important part of that plan must be considerations of traffic control and flow. Traffic control studies contribute data that can be used to identify areas that need to be included in the master plan. This might include the widening of current roads or the construction of new ones. Consideration of many factors will influence the traffic circulation portion of the master plan. Consideration must be given to developments in the adjacent civilian community, as well as those on the installation.

LESSON 1/TASK 1

Close and continuing coordination is required between the PM, the engineer, the safety office, and other staff agencies, including the transportation office, when appropriate. Traffic control studies are one of the major methods used by the PM to provide information to the other staff officers. Such studies must be conducted on a continuing basis in order to provide the staff the latest information required to make recommendations to the commander. Civil authorities must also be consulted to ensure that post activities and those planned for adjacent civilian communities do not conflict and are closely integrated.

General Considerations

Traffic studies are required whenever changes occur in traffic conditions. Such changes might be major or minor. They may be caused by changes in the missions of units at the installation, or by the relocation of units. The addition of new roads, buildings, or parking lots may also cause changes. Traffic studies may be required because of changes in adjacent civilian highways that affect the traffic on the installation, or vice versa. Traffic studies may also be generated based on information from traffic enforcement and accident investigation activities. The type of change will determine the nature and depth of the study.

When traffic studies are conducted, the public should be informed. This is especially true if the study will affect their day-to-day routine. Keeping the public informed will enhance public support and cooperation. Informing the public may also preclude, or at least reduce, some traffic congestion that may occur from individuals "rubber-necking" when the study is being conducted. Coordination and cooperation with the installation PAO can greatly assist the PM in keeping the public informed.

An operating station is used in conducting traffic studies. It normally will consist of one or two MP who will collect data. Each operating station should be checked by a supervisor a minimum of five minutes for every hour. A supervisor should therefore be provided for every two to eight stations. A coordinator for the overall study is also appointed.

Each station should have two means of communication. Preferably, one of these is the telephone. This provides the station with a primary and alternate means of reaching the supervisor in case of emergencies or problems.

Photographic and video techniques can be extremely valuable. They provide an additional means of analyzing traffic studies. They are also effective in showing before and after views of a situation. All techniques should be considered. They include both still and motion photography. Modern photographic technology can provide light and easily used equipment compared to the older, more cumbersome equipment. Consideration should also be given to the use of aerial as well as ground views.

Common Problems

The purpose of making a study is to find answers to a problem. The person analyzing study results must guard against mistakes through oversimplification or looking for the easy answers. The following paragraphs discuss some of the more common mistakes and tendencies that may skew the results of traffic studies.

The failure to evaluate and/or explore all available information is a common error.

There are four types of fluctuations that affect traffic studies. All should be considered to ensure that the results are not skewed or data misinterpreted.

- o Long term trends which are not affected by short term changes must be noted.
- o There may be fluctuations above and below a long term trend line. These fluctuations may be caused by short term changes or other factors.
- o Seasonal changes, as well as the effects of the time of day or month, may affect volume, speed, and accident data.
- o Chance variations may also cause misinterpretations during short term studies. This is called the "spatter effect."

The person doing the analysis may use faulty reasoning. Some of the more common pitfalls in this area are discussed in the following paragraphs.

The use of an unjustified assumption concerning cause and effect. There is a difference between two events being correlated and cause and effect. Just because one event almost always precedes another does not mean that it is the cause of the second event.

LESSON 1/TASK 1

Generalizations based on averages may not be valid. There are three types of averages (mean, median, and mode). Each of them demonstrates something different. For example, the mean can be very heavily influenced by extremes. The use of an average may not in fact represent the typical case, but may have been skewed by one or two isolated instances. For example, one person in a speed study traveling at an excessively high rate of speed may cause the "average" speed to appear much higher than what is, in fact, the case. Averages can be helpful in stating typical cases.

Generalizations should not be made on specific incidents without considering other factors. One example is the speed illustration in the preceding paragraph. Another is that while staggering the work hours may reduce the peak traffic load, it may increase the overall volume of traffic since it reduces the number of car pools.

False accuracy may also cause difficulties. If two figures, one accurate and the other an assumption, are computed together, the result is only as valid as the assumption. The reflected information may not be accurate.

DEVICES STUDIES

Traffic control devices studies are conducted to ensure that devices are adequate and placed where they are needed. Initial studies are conducted for the entire installation. These studies are then periodically updated. The periodic updating may be done on a regular basis, such as weekly or monthly. It may be based on a specific geographic portion of the installation, or by using routine patrol reports. When major changes occur in a part of the installation, such studies are also accomplished. The specifications for traffic control devices in the United States, such as color, shape, size, height, etc., are contained in the Manual on Uniform Traffic Control Devices published by the Department of Transportation.

There are three types of traffic control devices: signs, signals, and pavement markings. Pavement markings are the lines, patterns, words, and other markings set into or painted onto pavement or curbing. All are used to regulate, warn, or guide traffic. They may be studied individually or in combination. The studies are conducted to:

- o Evaluate conditions.
- o Inventory devices.

- o Determine locations.
- o Evaluate the adequacy of the intended message.

Conducting a Study

Two-person teams, on foot or in vehicles, are used to conduct traffic control devices studies. Each team involved in such a study should follow a set pattern. This ensures that all areas are covered in a systematic manner. It reduces the chances of some devices inadvertently not being included in the study. The study may also be organized to check devices at different times of the day and/or night. This permits various differences to be compared.

In addition to the normal equipment, there are some special items that should be provided the teams. These are listed below.

- o Safety equipment appropriate to the task.
- o Manual on Uniform Traffic Control Devices.
- o Stopwatch.
- o Tape measure (100 foot).
- o Field sheets for collecting data. These are locally produced. Figures 1 and 2 illustrate some examples.

Consideration should be given to the type of vehicles that are to be used. It may be advantageous to use unmarked vehicles to attract less attention. However, safety must also be considered.

The members of the team or teams that are to conduct the study must be fully briefed. The briefing should include the purpose of the study and why it is necessary. The gathering of information for a study can be extremely boring. When team members fully understand why they are conducting the study, it greatly influences their attention to detail. Any study is only as good as the information upon which it is based. Team members should also be reminded of applicable safety procedures.

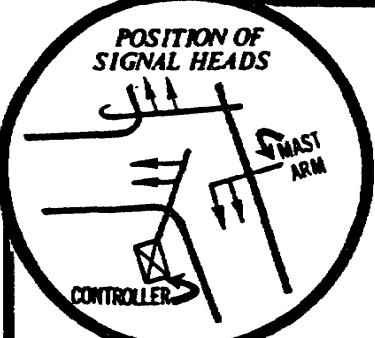
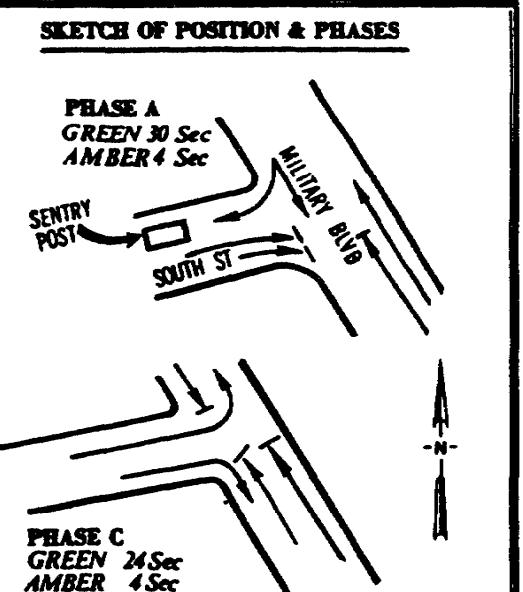
LESSON 1/TASK 1

FIGURE 1. SAMPLES OF FIELD SHEETS
FOR COLLECTING STUDY DATA.

DATE <u>5 June</u>		SHEET <u>1</u> of <u>10</u>								
STREET <u>1st</u> FROM <u>Provost Ave.</u>		TO <u>Marshall Ave.</u>								
		LENGTH <u>600'</u>	WIDTH <u>30'</u>							
Side of Street	Type or Legend	Size & Shape	Color	Type of Reflectorization	Height	Distance from Highway	Distance from Corner	Remarks	Position	
North	Stop	30"	Red	Shutting	7'-0"	6'-0"	10'-0"			
North	Curve	24" X 24"	Yellow	Shutting	6'-8"	4'-8"	300'			

DATE <u>5 JUNE</u>		SHEET <u>2</u> of <u>12</u> SHEETS						
		LEGENDS & SYMBOLS						
		LINES						
LOCATION	TYPE	LENGTH	WIDTH	MATERIAL	LOCATION	DESCRIPTION	MATERIAL	DIMENSION OF LETTERS
Provost Ave. to Marshall Ave.	Center Line	600'	4'	White Paint	Provost Ave. West of 1st St.	Crosswalk	White Paint	

FIGURE 2. SIGNAL INVENTORY FIELD SHEET.

SIGNAL INVENTORY	
<u>FIELD SHEET</u>	
DATE _____	SHEET _____ OF _____ SHEETS
LOCATION _____	
CONTROLLER TYPE _____	
DIAL SETTINGS _____	
ACTUATED TIMING _____	
NO & SIZE OF HEADS _____	
NO & TYPE OF DETECTORS _____	
REMARKS _____	
<u> </u>	
<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; margin-right: 10px;"> POSITION OF SIGNAL HEADS  </div> <div style="flex-grow: 1;"> SKETCH OF POSITION & PHASES  </div> </div>	

LESSON 1/TASK 1

Signs Study

Certain information should be recorded for each traffic sign regardless of the purpose of the study. The type of sign, e.g., stop, yield, right turn only, must be noted. The size and shape of the sign should be described, as well as its color. If the sign is reflectorized or lighted or not can be very important. When the sign is reflectorized or lighted, the team should indicate how. Some method of determining the exact location of the sign must be used. Location data might be the street; distance from pavement or curb; distance from an intersection; or similar method. The height of the sign should also be recorded. Traffic signs cannot accomplish their purpose if they are not visible. The team should note the visibility of the sign. This process should include things such as the condition of the sign itself, as well as obstructions to its being readily seen by drivers.

Signals Study

Traffic signals are power operated devices that accomplish the same purpose as traffic signs. The type of signal must be noted, to include whether it is fixed time, flashing, or full traffic actuated. Its location and position must be recorded, as well as the size, color, and number of lights involved. The phasing and the timing of each phase must also be noted. Phasing is the time the specific light is applicable to each direction at an intersection. The timing of each phase is checked with a stopwatch. It is often helpful to make sketches of signals in order to more easily understand their phasing, timing, and sequence. While visibility is not normally a problem with traffic signals, it should be checked. Signals at the side of a road can become obscured by trees and brush, for example. Signs, both traffic and others, may have been placed in such a manner that they partially or totally obscure the traffic signal. Signals may also become twisted on the pole. Overhead hanging devices may become twisted, or knocked down, due to high winds.

Pavement Marking Study

Pavement markings must also be checked. The type of marking must be noted. This includes such things as solid, double, or broken lines; left turn lanes; etc. As with signs and signals, pavement markings are of little value if the vehicle operator is unable to see them. Their condition and reflectiveness should be examined and recorded. The type of material that is used for the markings should also be noted.

Some markings are simply paint, others are reflectorized paint. Still other markings may be made of glass or other material and may be set into the pavement. The markings must be measured. Those that are so long as to preclude the use of the tape measure can be measured using the vehicle odometer.

Compiling Information

Information and data collected during the studies may be recorded in several ways. The method used will depend on the purpose for recording the data, the amount of data, and the availability of data processing equipment. Maximum use of automatic data processing (ADP) should be made when appropriate. In some cases, a simple loose-leaf binder or card file may be adequate. The method selected should allow for the rapid and easy retrieval and manipulation of the data collected.

Using Information

There are many ways in which the data collected can be used to facilitate both planning and operations. Several of these, such as the installation master plan and the traffic circulation plan, have already been discussed. Enforcement activities can also benefit from this information. Some other uses are discussed in the following paragraphs.

The traffic section should maintain a map or maps of the installation. They can use overlays, markings, or colored pins to portray the location of traffic devices. This information aids them in traffic control planning activities, as well as in enforcement and investigation activities. Special problems can also be noted in this manner.

The information gathered from the studies can be used to assist in the justification of requests for some corrective action. When combined with other data, they may indicate a problem area, or suggest a solution. Information can be collated with a study of high accident locations. This may assist in determining causes for accidents and/or suggest solutions to prevent accidents.

Studies can be used with those of traffic capacity or volume to ensure the maximum safe flow of traffic. In this way, they can contribute to improving the traffic circulation plan. The information gathered assists when road reconnaissance and classification must be accomplished.

LESSON 1/TASK 1

Traffic laws and regulations are periodically changed for many reasons. The information obtained in devices studies may greatly facilitate recommending appropriate changes when this occurs. It also allows these changes to be made in a complete and timely manner.

SPEED STUDIES

Speed is a major cause of traffic accidents. Even when not the direct cause, it is often a contributing factor. Control of speeding, therefore, is of critical importance. At the same time, too slow a speed can hamper operations and traffic flow. It also contributes to driver frustration, which in turn can contribute to unsafe driver acts. Traffic should flow at a rate that is conducive to safety, while permitting traffic to flow reasonably freely.

Speed studies are used to determine speed variations along a route at different times. They assist in determining the number, location, cause, and frequency of delays, as well as the overall speed and travel time. Speed studies, therefore, can contribute to the identification of accident causes and the planning of enforcement efforts.

Speed studies are used to accomplish the following, either individually or in combinations:

- o Determine whether speed limits are too fast or too slow.
- o Determine proper speeds for new or improved roads.
- o Determine if and where traffic control devices may be needed.
- o Determine the relationship between speed and accidents.
- o Measure the effectiveness of speed control programs.
- o Study the need for change in the enforcement program.

Conducting Studies

One or two MPs are required at each location to conduct a speed-study. They should not be in uniform and MP patrols should avoid the area of the study. The MPs conducting the study should be as inconspicuous as possible. Their position should be one that does not attract undue attention. The study should be conducted during good weather. The purpose of these restrictions is to allow the

study team to collect information that reflects normal driving behavior. Obvious MP presence, as well as unusual weather conditions, will cause drivers to behave in a manner other than normal.

The period in which the study is to be conducted is usually broken up into three time periods. Under normal circumstances these time periods are 0900-1200, 1500-1800, and 2000-2200. A period of at least one hour is selected within each of these three for each location under study. During the hour selected, there should be at least 50 vehicles passing the location. Speeds of the vehicles are checked on a controlled basis. For example, the speed of every second vehicle is checked. This can be varied, depending on the volume of traffic. Enough vehicles must be checked to provide valid data.

Locations

The location selected for a speed study will depend on the reasons for conducting the study. Some of the types of locations that may be selected for speed studies include:

- o Roadways which have recently had the speed limit changed.
- o Places where there is a need to evaluate existing speed limits.
- o Locations for which traffic control devices have been proposed.
- o All major thoroughfares.
- o Locations with a high frequency of traffic accidents.

Locations which normally require a reduction in speed are not studied unless specifically desired. They do not provide information on normal driving speeds.

The location selected for a speed study should not normally be one in which a recent speed enforcement campaign has been conducted. Just as obvious MP presence or adverse weather conditions will affect a driver's habits, so will the results of such a campaign. The data gathered will not, therefore, reflect the normal habits of the vehicle operators.

LESSON 1/TASK 1

Recording

Figure 3 is an illustration of a completed speed study field sheet. These forms are produced locally and can be adapted for special local requirements. Personnel assigned to conduct the speed study must be made familiar with the sheets prior to recording data. These individuals must be fully briefed as to what information is required and its importance.

The field data sheet has two speed columns. Each of them represents a determination of the speed a vehicle traveled over a given distance. In using time measuring devices, two distances are often used. Figure 3 uses distances of 88 feet and 176 feet. The speeds in the columns represent the speed a vehicle traveling that distance, in a given amount of time, would be traveling. For example, if the vehicle covered 88 feet in 1 second, it was traveling at 60mph. If it covered 176 feet in 1 second, it was traveling at 120mph.

Timing Equipment

There are several types of equipment that may be used in conducting speed studies. Equipment is constantly being improved and updated. However, the best available equipment should be used. The more accurate the equipment, the more accurate the data will be. The best equipment available will only be as accurate as the individuals operating it. When selecting personnel to conduct speed studies, you must ensure that they are fully trained to operate whatever device is to be used. Some of the more common equipment includes:

Radar. Radar equipment provides highly accurate readings of speed. Several types of this equipment are available. It can be used during both day and night operations. When used, however, it must be placed so that it is not readily seen by motorists. Their being able to see it, and/or getting word that it is there ahead of time, will cause them to deviate from their normal driving habits.

Electric Timers. An electric timer is highly accurate in determining speed. It is an electric stopwatch device. The stopwatches are activated and deactivated by vehicles passing over air tubes stretched across the road. These have the advantage that motorists are familiar with a similar device that counts the number of vehicles and are more likely to follow normal driving habits.

FIGURE 3. SAMPLE SPEED STUDY FIELD SHEET.

DATE 11 AUG 92 LOCATION Frontage rd 1/4 mile direction South on 4th TIME 1500-1600
 WEATHER Cloudy ROAD dry SURFACE Good TRIP return COND Good
 REC'D BY 1st LT D. J. D. D.

Seconds	Min Sec	Avg Spd	Passenger Type	Civilian			Military			Cum Total	Cum Spd
				Pr	4 Bus	Total	Passenger	Trucks	Total		
1	117	69.0	180.0								
1	177	70.0	170.0								
1	277	67.0	161.0								
1	377	37.5	73.5								
1	477	11.3	68.6								
2	177	20.0	50.0								
2	277	27.3	51.5								
2	377	25.0	50.0								
2	477	21.0	46.1								
2	577	21.5	42.8								
1	177	49.0	90.0								
1	277	18.7	37.5								
1	377	17.0	35.2								
1	477	16.0	31.1								
1	577	15.7	31.3								
1	677	15.0	29.0								
1	777	14.3	28.9								
1	877	13.6	27.2								
1	977	13.0	26.1								
1	1077	12.3	23.0								
5	177	12.0	24.0								
5	277	11.3	23.0								
5	377	11.1	22.2								
5	477	10.7	21.1								
5	577	10.3	20.3								
6	177	10.0	20.0								
6	277	9.6	19.3								
6	377	9.1	18.7								
6	477	9.0	18.1								

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Mirror Boxes. Mirror boxes are a locally manufactured device. The boxes contain a mirror that "flashes" as a vehicle passes. The MP activates a stopwatch at the first box and deactivates it at the second "flash." The boxes must be set a measured distance apart. The speed can then be calculated based on the distance between the two boxes and the time between the two "flashes." They are fairly accurate devices, depending on the training and experience of the operator.

Pace Method. This is as much a method as it is an item of equipment. The pace method "equipment" is the calibrated speedometer of a vehicle. It is the least accurate manner of determining speed. It is also the most time consuming. Vehicles must be followed one-by-one. In areas of high traffic, this can become a problem, although more than one pace vehicle may be used. That, however, uses a great deal of manpower and equipment. The pace vehicle's speedometer must be calibrated. Additionally, the car must be an unmarked, relatively non-descript vehicle so that the motorists being observed continue their normal driving habits. The MP assigned to the pace vehicle must be well trained in this method for the data gathered to be accurate.

Study Data

Once the data on a speed study has been collected, it must be analyzed to be of value. The most important facts to be determined are the maximum and minimum speed under normal conditions. The maximum safe speed is considered to be the 85th percentile speed and the minimum safe speed is the 15th percentile speed. In other words, 85% of the drivers will operate their vehicles at or below the maximum safe speed. To determine these speeds, follow these steps:

- o Determine the cumulative total. This is the total number of vehicles checked. Use figure 3 as an example. The cumulative total is 171.
- o Multiply the cumulative total by .15. This procedure determines what number is 15% of the cumulative total. The results should be rounded off to the nearest whole number. In the case of figure 3, this would be 25.65 or 26. The 85th percentile is 26. (100%, less 15%, equals 85%).
- o You also need to determine the number that is the same as 85% of the cumulative total. The process is the same, except .85 is substituted for .15. 85% of 171 is 145.35 or 145.

- o Look at the next to last column of figure 3. It is titled "Cum total." To determine the 85th percentile, follow the column down until you reach the number that is the same as 26, or closest to it. In this case it is the number 27. Look across to the appropriate speed column to determine the speed. The 85th percentile speed is 21.4 (or 42.8, depending on which distance column was used). The 15th percentile would be 145. That speed is 12 or 24 mph.

Uses

The speed study shows what drivers feel is the maximum and minimum safe driving speeds. A range, based on the 85th and 15th percentiles, is much more helpful and accurate than a simple average. Averages can be affected by one or two or a few vehicles going excessively fast or excessively slow. The use of the percentile range corrects for these extremes.

From this range, speed limits can be adjusted. Speed limits that are too fast would be inherently dangerous. Excessively slow speed limits encourage drivers to ignore them. This in turn creates bad driver habits that may cause them to ignore speed limits generally.

The information determined from a speed study helps determine where traffic control devices are required to encourage safe approach speeds. Such locations might include dangerous intersections or curves, among others.

The timing of signals can also be adjusted based, at least in part, on the data collected in a speed study. The timing of the amber light will depend on the speed of approaching traffic. Speed limits are never set based on the timing of the signals.

A traffic speed map can be prepared showing areas where slow speeds cause congestion and fast speeds create danger areas. Such a map is useful in selecting alternate routes and through streets.

Speed studies can also be used to determine the validity of complaints about speeding.

It is important to remember that speed studies are only as valid as the data on which they are based. They must be conducted properly. MP selected to conduct speed studies must understand their purpose as well as how to conduct them.

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OTHER TRAFFIC STUDIES

There are many other studies that can be used to enhance traffic control and provide information to better use MP resources. Device and speed studies have been covered in some detail since they are among the more common studies that are done. Some of the other studies are discussed briefly in the following paragraphs. More detailed information about them can be found in FM 19-25.

Stop Sign Observation Study

Stop sign observation studies are conducted to:

- o Determine the need for keeping or replacing stop signs.
- o Determine if a stop sign can be replaced by a yield sign.
- o Compare driver compliance with accident rates. Intersections with a high accident rate that are controlled by stop signs should be studied.
- o Aid in finding ways to enhance driver compliance. (For example, through selective enforcement and/or education.)

Stop sign studies are conducted by having a military policeman observe the actions of drivers at a stop sign location. He observes and records how many drivers stop at the sign or simply slow down, as well as those who ignore the sign completely. As with a speed study, and for the same reasons, it is best for the individuals conducting the study to be inconspicuous. The data should be recorded on field data sheets. If a traffic devices study has not been conducted recently, that information should also be recorded.

Traffic Signal Observance Study

Traffic signal observance studies are made for reasons similar to those for stop sign observance studies. Their purpose is to determine traffic signal compliance by drivers. The data gathered can then be compared to accident rate information to see if traffic signal compliance is affecting the accident rate. It also assists in determining the need for selective enforcement, education, retiming, or physical changes.

Data is recorded as to how drivers complied with the signals. Field sheets may be produced locally. Samples of such field sheets are in FM 19-25. The MP observing traffic record the number of vehicles that enter the intersection on the three different colors. They also record which direction they turned, or if they went straight ahead. This data may then be analyzed and compared with other information. Intersections that have a high level of noncompliance, more than 4%, are considered problem intersections. This information can be used for selective enforcement and/or to educate and inform the public. It may also indicate that there may be a problem with the timing of the signals or some other physical problem. For example, the sun at certain times of the day may reduce the visibility of the signal.

Origin-Destination Studies

The PM is responsible for the installation traffic circulation plan. In order that traffic may flow as smoothly and safely as possible, it may become necessary to collect data as to where the traffic came from and where it is going. That is the purpose of this type of study. The information gathered may be used to modify the circulation pattern or assist in other long range planning activities. These studies are time consuming and rather complex. They also require the cooperation and assistance of the public. There are five different methods of conducting origin destination studies that are outlined in FM 19-25.

Vehicle Occupancy Studies

Vehicle occupancy studies are often used in conjunction with volume studies. The study is conducted by observing the number of people in each vehicle as it passes a given point. They can be used to determine the need for car pools. The data can also be used in public information programs to encourage the use of car pools and thus reduce traffic volume. They may also be used to determine the need for mass transit, as well as parking facilities.

Speed Delay Study

A speed delay study is conducted by having an unmarked vehicle enter the flow of traffic during different time periods. It then follows a prescribed route and notes the time it takes to get from one landmark to another along the route. More than one vehicle can be used. The route is traveled repeatedly and at different times. The results of

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this type of study assists in determining speed variations along a route. From the data gathered, the number, location, cause, frequency, and duration of delays can be determined. The data also reflects the overall speed and travel time along a route at various times of the day. This locates points of congestion or insufficient road capacity. It may also indicate the need for traffic control device studies to be made to determine the adequacy of such devices. Priorities for traffic control and future construction programs can also be determined.

Other Studies

Motor Vehicle Volume Study. This type of study is made to determine the number, direction, and variations in the volume of vehicles passing through an intersection or along a major route.

Roadway Capacity Study. These are studies to determine the practical capacity of roads and streets. They may also provide a basis for changing traffic regulations. They measure the traffic density and the traffic capacity. Traffic density is the number of vehicles per hour passing a given point. Traffic capacity is the maximum traffic density a given stretch of road can accommodate at a set speed without causing delay.

Accident Record Studies. The purpose of studying traffic accident records is to find measures to increase vehicle safety and reduce accidents. Traffic accident prevention programs are never finished. There must be a continuous study of accidents, violations, and the driver record program to update vehicle safety. The study of these records helps to identify high accident rate locations. It contributes to the evaluation of roadway design factors. These studies aid in planning remedial actions, and selective and preventive enforcement programs. They may also be used to evaluate the effectiveness of changes through before and after comparisons. The studies are conducted by recording data from traffic accident investigations and violations.

Parking Studies

Parking is almost always a problem on most installations. Studies can be conducted concerning inventory, usage, and facility service. Parking inventory surveys the number and location of current parking facilities. Parking usage

studies determine the areas with the greatest parking demand. They help to locate areas where parking problems are critical due to inadequate capacity. They also determine where parking usage is not in keeping with time limits. Parking facility studies are conducted to see if parking lots are properly located to serve a specific facility, such as the hospital or post exchange. They also assist in determining if those lots have the proper capacity to serve the facility.

PREVENTIVE AND SELECTIVE ENFORCEMENT

A primary purpose of traffic law enforcement is to motivate drivers to operate their vehicles safely. Drivers should voluntarily comply with traffic rules and regulations. One of the reasons for conducting traffic studies is to assist in determining realistic regulations. Unfortunately, there are those drivers who comply with traffic law only to avoid receiving traffic violations. Then there are that small minority, with no regard for safety of others, that simply refuse to comply. Military police use preventive and selective enforcement practices in order to encourage traffic safety.

Preventive Enforcement

The objective of a traffic enforcement and safety program is to encourage voluntary compliance with traffic regulations. A method of doing this is through the presence, or suggested presence, of enforcement personnel. This is termed preventive enforcement. The locations selected should be those where violations, congestion, or accidents frequently occur. The purpose is to deter traffic violations and accidents. For example, the presence of military police at a location that studies and experience shows has a large number of speeding violations will cause the majority of drivers to obey the speed limit. This can be accomplished though the occasional use of an out-of-service vehicle. Ruses of this nature must be used judiciously, since the driving public will "catch on" quickly and the practice will be counter-productive.

Selective Enforcement

Military police resources are usually limited. To gain the maximum benefit and contribute to the overall safety program, they should be concentrated at areas where there is a high violation or accident rate. This is termed selective enforcement. Consideration of violation and accident rates

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and congestion, at specific times, should be made in determining the locations. Military police take appropriate enforcement measures at these locations. Particular attention is paid to those driver actions that have been determined to be accident causing. As an enforcement practice, selective enforcement permits the maximum use of law enforcement resources and is therefore endorsed by the military services.

MODIFY CURRENT ENFORCEMENT ACTIVITIES

There is no benefit to conducting studies and gathering data if they are not used. In most cases, the results will cause current traffic enforcement practices to be changed. This may be a major change, or only a minor one. It is possible that the results of these efforts may indicate that no change is required. As a military police NCO, you will have to make these kinds of judgments and provide recommendations to the PM. Some of the actions you might be involved in are:

- o Selecting locations and times for selective and preventive enforcement activities.
- o Providing information and participating in programs to inform and educate drivers and to encourage voluntary compliance.
- o Recommending tolerances for enforcement actions.
- o Determining which speed measuring devices, if any, will be used.
- o Recommending policies for the use of speed measuring devices and other equipment.
- o Determining patrol distribution and enforcement emphasis.
- o Assisting in the preparation of the enforcement plan and other policies and SOPs.

Conclusion

Traffic studies of various kinds allow objective evaluation of the causes of traffic flow problems. They contribute directly to the traffic safety program. They also enhance both short and long term planning. The results of such studies can greatly assist in the best use of available enforcement resources. If you feel that you have a

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reasonably good grasp of the material in this lesson, turn the page and try the practice exercise. If you are still unsure of an item, go back and check it.

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PRACTICE EXERCISE 1

INSTRUCTIONS

This practice exercise will show you how much you have learned in this lesson. Answer each question. When you are done, turn the page to check your answers.

1. At a meeting with the installation staff, including the engineer, PM, G4, safety officer and others, it was determined that there is a need for a traffic engineering study. Since there is no traffic engineer, how will one be obtained to conduct the study?
 - a. Hire a civilian on contract
 - b. Obtain one from the state highway department
 - c. Request one from MTMTS
 - d. Request one from USA Engineering Command
2. Who is responsible for preparing and maintaining the installation traffic circulation plan?
 - a. Staff engineer
 - b. PM
 - c. G4
 - d. Transportation officer
3. The PMO has received a large number of complaints concerning speeding on a major thoroughfare. In order to determine whether speed limits are too fast or too slow, you task the traffic section to conduct a study. What type of study should they do?
 - a. Speed delay study
 - b. Devices study
 - c. Signal observance study
 - d. Speed study

4. You are evaluating the data collected by the traffic section in their study. You have calculated the 15th percentile. This tells you that drivers feel that speed is the
 - a. Minimum normal speed.
 - b. Maximum normal speed.
 - c. Average normal speed.
5. Which of the following is the least accurate in determining speed?
 - a. Radar
 - b. Pace car
 - c. VASCAR
 - d. Mirror boxes
6. You are gathering data the PM will use at a staff meeting to discuss changes to the installation master plan. Who is responsible for that plan?
 - a. G4
 - b. PM
 - c. Engineer
 - d. Transportation officer

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ANSWERS TO PRACTICE EXERCISE 1

Question	Answer	Reference
1	c	Page 5
2	b	Page 4
3	d	Page 14
4	a	Page 19
5	b	Page 18
6	c	Page 5

If you had a hard time getting the right answers, go back and review the lesson. If you did well on this practice exercise, you should be ready to start the next lesson.

LESSON 2**PATROL DISTRIBUTION****TASK 1**

Prepare a patrol distribution plan for an installation.

CONDITIONS

Given criminal statistical data for a thirty day period, authorized personnel and equipment, and a map of the installation.

STANDARD

Demonstrate your comprehension of the task by correctly answering 70% of the questions on the examination.

REFERENCE

FM 19-10 Military Police Law and Order Operations

GENERAL

A primary purpose of law enforcement is to motivate individuals to comply with laws, rules, and regulations voluntarily. Fortunately, in our military communities, almost everyone does this. There are those few that do not. Part of the military police law and order mission is to deter and apprehend these latter individuals. Our goal is to serve the vast majority of the community by making the installation as safe as possible for them.

At the same time, we are all well aware that military police resources are limited. MP cannot be everywhere all the time. As an MP NCO, one of your responsibilities is to get the maximum effective use of the resources available. There are many techniques available to accomplish this. Two of the more effective techniques are preventive and selective law enforcement. However, to use them to get the maximum effect, you must be able to determine where they are most needed. A highly effective way of doing this is through the use of a patrol distribution plan.

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Preventive Enforcement

Preventive enforcement is the deterrence of crime and other violations through the presence, or suggested presence, of enforcement personnel. The locations selected should be those where violations or criminal acts frequently occur, or are likely to occur. To be most effective, preventive enforcement should be combined with physical security measures. For example, the post exchange area represents a lucrative target for criminals. However, when that area is routinely patrolled, as well as well lighted and secured, the opportunity for criminal acts is substantially deterred. This applies during its hours of operation, as well as when it is closed. The purpose of preventive enforcement is to deter violations and crimes.

Selective Enforcement

Selective enforcement is a method used to make the maximum effective use of the resources available. Selective enforcement is the planned distribution of MP resources to ensure that the enforcement effort is applied when and where it is needed.

The PM bases his law enforcement effort on the premise of selective enforcement. It is the key to effective law enforcement. Through it, the PM focuses MP resources on the actions, areas, and the times they are most needed. Incidents requiring police action are usually caused by conditions and acts that continue to cause trouble unless corrected.

Basing law enforcement measures on selective enforcement fosters efficient use of manpower. It also has a positive effect on police morale. This method of resource allocation lends direction to crime prevention and law enforcement efforts. MP actions are therefore based on logical, systematic use of information.

To employ selective enforcement, the PM must have access to up-to-date information. A PM needs data that will provide pertinent facts for solving enforcement problems. The PM must have a means of ensuring that he has the people and equipment required to accomplish his law enforcement mission.

Effective law enforcement must be proactive and minimize unproductive time. Being at a PX facility, for example, is proactive. It eliminates the need to check the facility immediately after it closes. MP are also placed at the

facility for maximum visibility and deterrence at a highly vulnerable time.

MP assets must be dispersed to locations, and at the times, when incidents are likely to occur. The amount and volume of crime that occurs is not evenly distributed over the course of a week or a day. In 100 offenses reported during a seven day period, more crimes will have occurred on certain days, at certain times, and in certain places. Analysis of such information keep the PM alert to the changing needs for police services. The services required, matched to the resources available, can be provided in the areas and at the times they are most needed.

Selective enforcement is founded on a continuous process of accumulating and analyzing data. Information in complaint reports, traffic accident reports, and offense reports are constantly examined. Each is studied to provide additional information upon which to base informed decisions.

An analysis of data accumulated over a period of time can show the nature of a problem and how often it recurs. Analysis can also show the requirements for the most effective assignment of MP. This data allows the PM to plan enforcement activities without relying on intuition or arbitrary judgments.

The basis for selective enforcement is accurate, historical data on time, place, type, and frequency of incidents or violations. Careful interpretation of this data can help determine the causes of crime, project operating costs, forecast personnel and equipment requirements, and maintain accurate reports on the status of discipline within the command. This permits the commander to institute policies and programs to educate and inform the command, and to make corrections that enhance their combat readiness.

PATROL DISTRIBUTION PLAN

A major tool in the selective enforcement program is to develop a patrol distribution plan. The patrol distribution plan tells what resources are available and how, when, and why they are to be used. The efficient use of manpower and other resources is critical for effective patrol operations. The patrol distribution plan must address both available manpower, equipment, and the needs of enforcement. It must also consider the other services and training that are required of the military police.

Patrol distribution equalizes the work load among patrol units. If the work load is unbalanced, one unit may spend

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an entire shift responding to calls, while another is underemployed. Unequal work loads can also adversely affect MP morale, and therefore efficiency and effectiveness. Balanced patrol areas allow personnel to spend roughly equal amounts of time responding to service calls and preventive patrol. An effective patrol distribution plan will also aid in determining the best type of patrols to use in various situations.

The standards of distribution will vary. On one installation it may be based on the number of crimes or accidents; on another it may be the number of sensitive facilities to be checked. The geography of the installation will also affect distribution plans. Bridges, railroads, airfields, and rivers, for example, must all be considered. No area can completely be denied protection.

Response time is another factor that must be considered. Response time in patrol areas should be minimal. It also should be roughly the same in all patrol areas. The larger and more diverse the installation, the more difficult it will be to equalize the patrol areas. However, compromises that must be made should be based on objective data rather than intuition.

Distribution plans consider the varying number of patrols available for duty on any one shift. Depending on the number of patrols on a shift, patrol areas may have to be readjusted.

A four step procedure is followed to develop patrol distribution plans. This method is used to ensure that all factors are taken into consideration to accomplish the objectives that have been discussed.

Distribution Policies

Before the patrol distribution plan is developed, certain policy decisions must be made. In a sense, these function as the "assumptions" upon which the patrol distribution plan is based. As data is compiled and analyzed, these policy decisions may have to be reconsidered and modified. Regardless, they must initially be made; they represent the starting point for patrol distribution planning.

Policies must be developed to adequately distribute patrol force coverage. Which services will be handled by telephone and which will require a unit to be dispatched? Which calls will be referred to more appropriate agencies, such as Army Community Service or the unit commander? There must be a clear policy on the degree to which patrol units handle

criminal investigations. Do they gather witnesses as well as secure the crime scene? Do they handle different categories of crime differently? The extent that the patrol vehicles will become involved in traffic or crowd control, investigation, and enforcement must be decided. The building security tasks that will be accomplished by patrol units must be set. Is it really necessary for MP to conduct these checks, as opposed to unit guards or other personnel? The time period that patrol personnel can be separated from their vehicles to accomplish these tasks must be established. The reporting responsibilities of patrol personnel must be determined. Personnel must know what information and details must be included in their reports. Will reports be written at the scene or will patrols return to the station to complete them? The priorities for responding to calls, and who determines the precedence, must be established. Not every call is an emergency. Only about 3% of incidents require an emergency response. These are but a few of the many policy decisions that must be made.

Four Step Process

As noted, a four step process is used to develop a patrol distribution plan. We will discuss each of the steps individually. The four steps in the process are:

- o Determine the size of the patrol force.
- o Analyze statistical data.
- o Determine patrol shift distribution.
- o Establish types and numbers of patrols.

Size of the Patrol Force

There are always competing requirements for the resources of a military police unit. The PM is charged with providing police services to the installation. The MP unit commander is responsible for individual and collective training, the administration of Skill Qualification Tests (SQTs), and many other tasks and details. Close coordination between the PM and the commander are essential.

It may appear on the surface that the PM and the commander not only have different, but have competing missions. In the short term this may be true; in the long term, it is not. It is not because the tasks accomplished by the unit ensure that the PM gets well trained, properly equipped troops with high morale. They can exchange information and

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work closely together. From the operational mission, the PM and his staff may observe certain problem areas. The unit commander can then include those areas in his training or other programs to assist in correcting them. It must be a team effort.

On those installations that have Department of Defense or contract personnel, the same problems still apply. Civilian guard and police forces must receive in-service training, go on leave, etc.

All of these factors must be taken into consideration when determining the availability of personnel and equipment for patrol duty.

Analyze Statistical Data

The PM has most of the data needed to make a careful analysis of past events. Data that can be used to project future and current police needs are often generated by the normal receipt of complaints and the dispatching of patrols. Some of the key data that are required for developing a patrol distribution plan are:

- o Means of receipt of request/complaint.
- o Location of event.
- o Date/time complaint received.
- o Date/time event occurred.
- o Patrol unit(s) to which assigned.
- o Date/time dispatched.
- o Date/time arrived at event.
- o Date/time assignment completed.

The number of complaints received per month varies markedly during the course of the year. This may be the result of many factors. Weather may be such a factor, as are the comparative hours of daylight and darkness. Other factors may include the movement of troop units. Some installations experience a substantial increase in troop strength during the summer months, when units of the reserve components conduct their annual training there. Other installations may have units that are regularly deployed for periods of time to Europe for training.

Figure 4 is an illustration of a display of this preliminary data. It summarizes complaints received over a twelve month period. An examination of the chart tells you when patrols are likeliest to be most busy. The Army Training and Evaluation Program (ARTEP) or SQT might be scheduled during the period that has the fewest complaints.

FIGURE 4. COMPLAINT LEVELS COMPILED BY MONTH.

COMPLAINT LEVELS COMPILED BY MONTH			
MONTH	TOTAL 2,006	PERCENTAGE	RANK
January	124 Lowest	6.2	12
February	143	7.1	10
March	157	7.8	6
April	147	7.3	8
May	138	6.9	11
June	178	8.9	4
July	210	10.5	2
August	251 Highest	12.5	1
September	186	9.3	3
October	177	8.8	5
November	150	7.5	7
December	145	7.2	9
AVERAGE NUMBER OF COMPLAINTS REPORTED PER MONTH.....			167.17
AVERAGE NUMBER OF COMPLAINTS REPORTED PER DAY.....			5.50

In the example, the complaints range from a high of 251 in August to a low of 124 in January. The monthly average of offenses is 167.17. For the following January, a conservative prediction would be that the number of offenses would fall in the 124-251 offense range. This information must also be examined in the light of historical data over a period of several years for January. Caution must also be exercised in such predictions to take into account any changes that might affect the number of offenses for the

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coming January. These might include projected increases or decreases in troop strengths, for example.

A PM, knowing only dates and times that crimes or complaints have occurred, has limited information concerning the number of offenses or work load to be effected in future months. More precise projections can be made if it is known how the offenses varied from the previous year by day of the week and hour of the day. The PM may want to give additional "weight" to selected offenses, such as robberies and assaults, since these usually take more time to resolve. Consideration should also be given to such historical data that traditionally paydays, Friday, and Saturday nights are usually busier than other nights.

A 24-hour day, 7-day week is used to develop a frequency distribution table. Figure 5 is an illustration of such a table. The resulting display of data shows that a large part of complaints occurs on Friday and Saturday. The pattern shows a low of complaints on Sunday of 10% and a high on Saturday of 18.2%. Friday and Saturday account for 35.4% of all weekly offenses.

Once the high complaint days of the week are known, the high offense hours of the day should be determined. The assumption is made that prior patterns should occur in the future. These may be subject to uncontrollable variables which must also be considered. Some of these variables may include such things as troop strengths changing or weather. For example, during a severe snowstorm or cold spell, complaints will probably go below what might otherwise be "normal." Over an extended period of time, however, these factors begin to even out. As can be seen from the chart, complaints begin to rise in the late afternoon, and then decrease sharply after midnight. From this type of information, we can determine required patrol shifts and distribution by days of the week.

Determine Patrol Shift Distribution

From the data obtained in steps one and two, and keeping in mind the policy decisions that have been made, the distribution of MP for the various patrol shifts can be made. The following paragraphs detail a simplified method of doing this. Several assumptions have been made that would not be valid in the field. This was done to illustrate the procedure and will be noted where appropriate.

For the purposes of this illustration, assume that the PM and MP commander have agreed that there are 35 MP available for patrol duty each 24-hour day. This was accomplished by considering training requirements, leaves, and other details

FIGURE 5. COMPLAINT LEVELS COMPILED BY DAY AND HOUR.

COMPLAINT LEVELS COMPILED BY DAY AND HOUR										
CRIME/COMPLAINT OCCURRED			DAY OF THE WEEK WHEN OCCURRED							
Time	Number	Percent	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	
0001-0100	61	3.1	10	5	4	8	10	15	9	
0100-0200	94	4.7	7	5	7	14	18	20	23	
0200-0300	43	2.1	6	3	4	10	8	7	5	
0300-0400	31	1.6	3	4	4	6	2	5	7	
0400-0500	37	1.8	1	3	5	7	6	7	8	
0500-0600	35	1.7	3	2	4	7	6	5	8	
0600-0700	45	2.2	9	7	5	4	8	2	10	
0700-0800	64	3.2	7	10	10	5	8	9	15	
0800-0900	86	4.3	4	20	10	9	15	18	10	
0900-1000	105	5.3	9	10	15	17	18	16	20	
1000-1100	56	2.8	10	8	9	8	10	5	6	
1100-1200	68	3.4	10	9	7	10	15	8	9	
1200-1300	70	3.5	15	9	8	15	10	7	6	
1300-1400	97	4.8	18	10	15	18	17	14	5	
1400-1500	92	4.6	10	8	12	20	10	15	17	
1500-1600	102	5.1	5	7	18	15	16	27	14	
1600-1700	113	5.6	7	9	15	20	18	30	14	
1700-1800	125	6.3	10	20	17	16	19	25	18	
1800-1900	103	5.1	7	17	14	12	15	18	20	
1900-2000	108	5.4	5	15	20	18	13	12	25	
2000-2100	132	6.6	9	14	18	20	22	21	28	
2100-2200	113	5.6	12	19	14	13	10	15	30	
2200-2300	125	6.2	15	10	15	18	16	20	31	
2300-2400	101	5.0	8	7	9	11	15	24	27	
TOTAL	2006		200	231	259	301	305	345	365	
Percentage		100.0	10.0	11.5	12.9	15.0	15.2	17.2	18.2	
Of all complaints reported, 3.1 percent occurred between 0001-0100 hours. Of the total number of 61 complaints occurring during these hours, 9 occurred on Saturday.										

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that the MP unit is required to support. It also considered those requirements that the PM has for other than patrol personnel. This might include personnel detailed to support the PMO, or special guard posts or other unique missions.

By multiplying the number of individuals available (35) by the number of hours in a normal work week (40), the number of work hours available per week (1,400) can be determined. For purposes of illustration, days off, holidays, etc., have not been considered. Each of the available MP are to work an eight hour day for a five-day week. Under normal circumstances, time for leave, illness, etc. would have to be included here, if it had not already been considered in determining the number of MP available. The same is also true of any special requirements of the PM and commander that are unique to the installation.

Again, for purposes of simplicity, traditional shifts of 0001-0800, 0800-1600, and 1600-2400, have been used. Local considerations may dictate different shifts. An examination of the distribution of complaints may indicate how shifts might be more effectively established for the installation. For example, shift changes should be avoided during periods of increased demand for police services. If the installation has a major rush hour that begins at 1600, you may want to consider changing shifts at 1500.

Determine the percentages of complaints by day from a table similar to that in Figure 5. Note them at the bottom of the appropriate columns as has been done in Figure 6. Figure 6 is a sample of a projected patrol distribution. Enter the total number of MP available and the work hours to which that equates (35 and 1,400).

Determine the shift design to be used. As noted, we will use the traditional one for simplicity. Enter the shift hours in the proper columns. Using Figure 5, determine the percentage of complaints occurring during each shift. These would be entered in the proper column in Figure 6.

Disperse the total number of work hours of patrol service available by multiplying work hours available by the percentage of complaints received per shift. The results have been entered in the column showing average work hours (1,400 multiplied by 20.4%, equals 286 work hours). The work hours should be rounded to whole work-hour weeks; in this case 280 work hours. Divide this figure (280) by the 40-hour work week of each MP. The result is the number of MP required for the 0001-0800 shift per week. In this example it is 7. Repeat the procedure for the other two shifts.

The work hours are then distributed based on the percentage of complaints received per day of the week for each shift. Any numbers that must be rounded are rounded up when the decimal is 0.5 or higher. Note that in the results illustrated in Figure 6, 28 work hours have been assigned to Sunday on the 0001-0800 shift. This converts to 3.5 MP (28 divided by 8-hour day). A decision must be made on whether to use three or four individuals on this shift. In this example, it was decided to use three. The four "extra" hours were transferred to another day on the same shift. Work hours should not be moved in these type instances from shift to shift, but from day to day within the same shift.

FIGURE 6. EXAMPLE OF PROJECTED PATROL DISTRIBUTION.

EXAMPLE OF PROJECTED PATROL DISTRIBUTION (35 MP)										
Shift	Percent of Complaints for Shift	Personnel Available	Average Work Hours	Distribution by Days of Week by Work Hours						
				Sun	Mon	Tues	Wed	Thurs	Fri	Sat
0001-0800	20.4	7	28	32	36	42	43	48	51	
0800-1600	33.8	12	48	55	62	72	73	83	87	
1600-2400	45.8	16	64	74	83	96	97	110	116	
Total	100.0	35	1,400	10.0	11.5	12.9	15.0	15.2	17.2	18.2

The procedure is followed throughout the other shifts and days. Figure 7 illustrates the results of this process. A total of 33 individuals have been used. The two remaining can provide emergency replacements and be used for selective enforcement operations.

Establish Numbers and Types of Patrols

The final step in the preparation of the patrol distribution plan is to determine the number and types of patrols, and their patrol areas. There are many different ways to patrol. The method, or combination of methods, is based on statistical analysis and professional evaluation. Some of the factors that must be considered are:

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- o Mission of the patrol and directives and policies to be enforced.
- o Billeting, transient, and resident population centers.
- o Hours of operation of theaters, service clubs, community centers and similar facilities.
- o Information of recent crime/incident activity.
- o Traffic patterns and frequent accident sites.
- o Post size and population density.
- o Total mileage/area to be covered by the patrol.
- o Location of adjacent military and civil police patrols.
- o Location of nearest medical facility, police station, and fire station.
- o Communications capabilities and limitations.
- o Personnel available for patrol.
- o Equipment available for patrols to use.
- o Items unique to the installation.

FIGURE 7. EXAMPLE OF ACTUAL PATROL DISTRIBUTION.

EXAMPLE OF ACTUAL PATROL DISTRIBUTION (35 MP) IN 8-HOUR INCREMENTS										
Shift	Percent of Complaints Per Shift	Personnel Available	Average Work Hours	Distribution by Days of Week by Work Hours						
				Sun	Mon	Tues	Wed	Thurs	Fri	Sat
0001-0800 Hours Personnel	20.4	7	280	24 3	32 4	40 5	40 5	40 5	48 6	56 7
0800-1600 Hours Personnel	33.8	12	480	48 6	56 7	64 8	72 9	72 9	80 10	88 11
1600-2400 Hours Personnel	45.8	16	640	64 8	72 9	80 10	96 12	96 12	112 14	120 15
MP Per Day				17	20	23	26	26	30	33
Total	100.0	35	1,400	10.08	11.56	12.98	15.08	15.28	17.28	18.28

There are many different types of MP patrols. The factors listed above must be matched against the advantages and disadvantages of each type of patrol. From that, the type of patrol best suited and available for the specific task can be determined. Environmental and climatic factors must also be considered.

Fixed/Static Posts. These types of posts are used primarily to secure selected facilities or locations. In many cases, they are access control posts. Examples might include a highly classified communications facility, war room, or other limited or restricted area. Some other examples are:

- o Maintaining visitor and/or vehicle control.
- o Information and assistance posts.
- o Posts for control/surveillance at special events.

Some of these posts may be temporary, while others may be 24-hour posts. It is a common pitfall to assume that such a post requires only three persons for a 24-hour period. This is true for any given day. However, over the period of a year, it will require approximately 4.8 persons. This figure allows for leave, illnesses, training, and similar factors. Because of this, fixed posts are very labor intensive. They also usually lack flexibility. The MP manning the post cannot be diverted to other duties should an emergency situation arise. If he could, there probably would be no requirement for the fixed post in the first place.

Foot Patrols. Foot, or walking, patrols are made up of one or two MP that are assigned a specific patrol area. They are analogous to the "beat cop" and walk through their patrol area. There are advantages and disadvantages to foot patrols. Some of the advantages include closer person-to-person contact. Foot patrolmen usually develop a greater familiarity with the area, in greater detail, than do motor patrols. They learn who the people are in their patrol area. They can provide immediate traffic control when required. Such patrols are also effective as a deterrence and can check doors and windows for security, as well as detect any possible tampering. Some studies have shown that crime was reduced in foot patrol areas. Nuisance calls were cut almost in half. The general public felt more secure and the police involved felt they developed a better rapport with the people.

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There are, however, disadvantages to foot patrols. There is an inherent lack of mobility. This also affects the ability of the patrolman to pursue an offender. Inclement weather can adversely affect performance of even the best MP. Certain types of equipment cannot be carried, while the amounts of other types of equipment is restricted. The response time of the patrol to incidents occurring at the far end of their patrol area is very limited. Indeed, the size of the patrol area is restricted. When foot patrols are used, they should be the best personnel available.

Motor Patrols. Motor patrols have become one of the most common type of police patrols, both in the military and civilian communities. They provide highly mobile police who can respond to a wide variety of law enforcement and emergency situations. By operating in defined areas, they provide planned continuity of operations. The motor patrol can enhance the more intensive coverage provided by foot patrols. Motor patrols should normally be able to cover their patrol area in one hour.

Motor patrols provide the advantage of being very mobile in many areas. The type of vehicle used must match the type of terrain included in the patrol area to gain the greatest advantage. There is some saving in manpower, in that a motor patrol can cover a much greater area than other types of ground patrols. Their response time is generally quicker, as well. Weather has less effect on motor patrols than on walking patrols, since the patrol members are protected from the elements. They can carry a great deal more emergency and other equipment that might be needed in given situations. Marked military police vehicles provide a substantial crime deterrent due to their high visibility and ability to respond quickly.

One of the major disadvantages to motor patrols is the lowering of direct person-to-person contact. Another disadvantage is the increase in maintenance and operating costs. Certain types of areas located on many installations cannot be patrolled by motor patrols due to the lack of a road network. This might include certain storage areas, or the rear of buildings and similar areas where there is no road. In many instances, this can be overcome by the motor patrol dismounting periodically. There is also an additional training requirement to ensure that vehicle operators can safely operate the type vehicle being used in both routine and emergency situations.

Canine Patrols. Military police working dog teams compliment and enhance the abilities of other patrols. Dog teams can be either foot patrols or motor patrols. The use of the dog team focuses on the skills of the dog. The patrol dog is the basic US Army working dog. Some patrol dogs have been trained in additional skills such as tracking and narcotics and explosives detection.

Dog teams should be employed to take maximum advantage of the dog's keen sense of hearing and smell, as well as its agility. They are particularly effective in searching for either persons or various items. Dog teams may be employed at entry points, for example, to detect contraband. They may also be used to assist in the detection of intruders in enclosed areas. The presence of working dogs is a substantial deterrence to criminal activity.

Working dog teams are expensive to train and represent a very substantial investment in both time and money. They also require a great deal of specialized care and attention. Working dog teams are not generally suitable for routine patrol work. They should not be substituted for other patrols, but used to augment them. They are not, therefore, as versatile as a motor patrol. In many situations, when properly employed, they are more effective and can reduce some manpower requirements.

Other Patrols

The preceding are the basic types of patrols employed by the military police. Different installations may require variations of these patrols. With some limited exceptions, these variations are in the type of equipment used. This is especially true of motor patrols. Rather than using sedans, the situation at an installation may require the use of four wheel drive vehicles, snowmobiles, pick-up trucks, or other types of transportation.

In addition to these variations, military police may also be required to use horses, aircraft, or boats. The use of aircraft is most common. Many installations use aircraft for law enforcement support on at least an incidental basis. They are particularly effective for use in traffic observation and control. Aircraft can also be helpful in surveillance work.

The use of all of these additional modes of transportation and patrol require special training. Additionally, there is a substantial cost involved in the equipment and its maintenance. Their employment must be evaluated on an individual mission basis.

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PATROL STRATEGY

After determining the required size of the patrol force and an initial determination of the distribution of patrol areas, a strategy must be developed that makes the maximum use of the resources. Specifically, what type of patrols can most effectively meet the requirements of the installation. In order to design a successful patrol system, specific objectives must be kept in mind. These include

- o Maximum protection of life and property.
- o Crime prevention.
- o Identification and apprehension of offenders.
- o Maintenance of order and discipline.
- o Community relations.
- o Selected security requirements.
- o Requirements unique to the installation.

In effect, how the resources can be most effectively distributed to meet the requirements of the installation must be determined. Maximum use must be made of the analysis of historical data. There are several options, particularly with motor patrols, that can be selected. In most cases, there will be a mix of these patrol methods.

Routine Patrol

The routine patrol, whether by foot or motorized, is the "regular" or "traditional" method. This method accounts for the majority of patrol operations. The patrol is usually given a specific patrol area. It patrols in the area on a selectively random basis. In other words it does not follow a prescribed route, but does include certain areas that have been designated for special attention. The patrol is available to respond to police calls.

Directed Patrol

In contrast to the routine patrol, a unit may be specifically designated to perform a selected activity. This is done as a part of the overall patrol plan. A directed patrol is usually not available to respond to other calls, except for selected emergencies. Directed patrols may be used for such things as escorts, selected traffic control posts, or certain crime prevention activities. Some directed patrol activity can be accomplished by routine patrols, depending on the workload. If there are only a small number of escorts, for example, it may not be effective to dedicate one patrol to that activity, which routine patrol units can handle on a temporary basis. Another kind of directed activity that can sometimes be handled by routine patrols are those that do not require the patrol to "go out of service." An example might be building checks. On the other hand, if there are a large number of building checks to be made, such as at a depot, it may be more effective to use a directed patrol.

Split Patrol

The idea behind this method is that a patrol force in a given area may be more effective if split into "reactive" and "proactive" patrol units. This typically means that reactive units will have the responsibility of answering all service calls. Proactive units are responsible for preventive action patrols. There are several ways the split can be effected. One way fixes the proportion of units organizationally. Another method is to allow the individual patrol units to periodically switch roles. A third variation is to have proactive units involved in directed patrol missions on a systematic basis.

One vs. Two Man Patrols

There are advantages and disadvantages to one and two man patrols. Careful consideration must be given before reaching a decision as to which type to employ. In many cases a mix of the two may be desirable.

One-man patrols have the advantage of doubling the number of patrols in the patrol force. Several civilian police studies have demonstrated that one-man patrols made more arrests, had fewer citizen complaints, and had certain safety advantages. It must be remembered, however, that military policemen are generally younger and less experienced than their civilian counterparts. Additionally, military policemen have received different types of training

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from civilian police officers due to the difference in their overall missions. Another disadvantage is that one-man patrols require double the equipment of two-man patrols.

Two-man patrols have the advantage of having an immediate back-up in emergency situations. It also allows the pairing of more experienced individuals with those less experienced. This method requires less equipment, but more personnel than does one-man patrols.

Day vs. Night

An important consideration in the distribution of manpower, and in the tasking of patrols, is whether the shift is operating in daylight or not. Certain types of operations, such as deterrence by visibility, are more effective in the daylight. A traffic patrol along the side of the road, for example, is readily visible to motorists in daytime and thus encourages motorists' compliance with traffic regulations. The same patrol is not so visible at night and therefore the effect is much decreased. Nighttime, however, is when the majority of burglaries and similar offenses occur. It may be a good time to have patrols conduct static surveillance of high crime areas.

CONUS Off-Post MP Patrols

In CONUS, off-post patrols will normally not be employed. Where off-post patrols have been established, the desk sergeant will brief patrol personnel on the following:

- o Coordination of requirements with armed forces police detachments.
- o Limitations imposed by the Posse Comitatus Act.
- o All policies regarding off-post law enforcement.
- o Published off-limits areas and establishments (AR 190-24).
- o Apprehension of personnel not on official business who are present in off-limits establishments.
- o Enforcement of curfews where established.
- o Trouble spots based on post data.

OCONUS Off-Post Patrols

In overseas commands, it is necessary that MP have a working knowledge of Status of Forces Agreements (SOFAs) that are applicable and other pertinent local laws and customs. MP must also be aware of the provisions of appropriate international law. All working agreements with host nations must be reviewed by the staff judge advocate (SJA) prior to implementation. Due to language barriers, it may be advisable to have an interpreter available to assist when required. Such agreements will vary from locale to locale. The basis of local law and authority and jurisdiction are very different from one jurisdiction to another in overseas areas. Whatever such agreements provide, MP detailed to perform off-post patrols must be made familiar with the provisions of the agreements before performing such duties.

Courtesy Patrols

MP patrols may be supplemented by courtesy patrols (CPs) or unit patrols provided by troop commanders other than MP on the installation. These CPs usually consist of NCOs who may wear brassards for identification. The purpose of CPs is to assist in maintaining good order and discipline. Their function is to assist the troops and aid in preventing incidents before they occur. Such CPs must rely on MP in securing crime scenes and questioning suspects. They should not interfere or attempt to prevent the apprehension of individuals by MP. However, all NCOs have the power of arrest over persons subject to the UCMJ.

The MP duty officer should brief CPs. He should emphasize procedures for obtaining MP support, limits of authority, and any other pertinent area. Authority and jurisdiction are particularly important if the CPs are to function off the installation. Emphasis should also be placed on the CPs dealing only with personnel from their own organization. Information concerning personnel from other organizations should be provided to the MP. The primary purpose of these patrols is to prevent their soldiers from getting into trouble. MP should normally handle any incident after it has occurred and make any necessary apprehensions or detentions.

PATROL SHIFT DESIGN

The shift arrangement worked by patrol personnel has a major effect on morale, job satisfaction, and effectiveness. Poorly designed rotational shifts create confusion, fatigue,

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and turmoil. The number of shift patterns is almost infinite. Each installation has peculiarities of its own that require special consideration. The shift pattern should be responsive to the mission, while considering the welfare of the personnel involved. MP assets must be available when needed. When possible, squad and platoon integrity should be maintained. This allows for more consistent supervision and training. It also permits better distribution of non-operational tasks. Unit integrity enhances morale and esprit d'corps.

The methods used to design shifts are detailed and involve the analysis of the law enforcement mission and the needs of the personnel. The shift design process must also take into account:

- o Analysis of the existing work schedule to determine its effectiveness.
- o Determination of the MP and security force staffing requirements.
- o Allocation of personnel based on crime and/or other analysis.
- o Determination of the type of work schedule that would most effectively suit the needs of the mission.

Regardless of which type shift schedule is designed, consideration should be given to the shift preference of personnel as much as possible without interfering with mission accomplishment. For more detailed information on how to design a shift, see the US Department of Housing and Urban Development publication: "Work Schedule Design Handbook: Methods for Assigning Employees' Work Shifts and Days Off."

Some of the more common military police shift designs are described briefly in the following paragraphs.

9 & 3. This is one of the most common shift designs. The normal shift is nine days on and three days off. The unit is organized into four, generally equal, shifts. Patrol personnel work 42 hours per seven day week. When used, each day is divided into three shifts. Each of the four shifts then rotate through three days on different tours. As a result, there is a great deal of turbulence because of these frequent rotations. This shift schedule produces fatigue and rearranged sleeping and eating schedules. However, it

is easier to administer. Losses are easier to respond to because of the closeness of the midnight shift and personnel scheduled for their days off.

6 & 2. This shift design has the advantage of offering personnel six days, usually on the same shift, followed by two days off. Personnel schedules are more stabilized, as are the more normal working patterns. It has the additional advantage of allowing for long-range planning.

8 & 16. This shift design is based on three shifts that are essentially "frozen." In other words, everyone pulls substantially the same shift all the time. Duty is based on eight hours on and sixteen hours off. There are inequalities in the duty assignments, since the midnight shift is normally considered less desirable. It does preserve eight-hour work days and minimizes duty roster confusion. It does require some type of "pool" arrangement to allow for personnel to have days off.

These are only three examples of any number that might be given. The primary concern in shift design is mission accomplishment. However, the welfare and morale of personnel should also be considered since efficiency is increased geometrically when morale is high.

Shift Preference

Shift assignments can do much to motivate patrol personnel. Although some shift patterns are based on squad integrity, incoming and assigned personnel can be rotated between squads. Unit integrity should always be maintained whenever possible. It is even more critical when deployable or contingency MP units are being used to perform garrison MP tasks.

Personnel who attend schools, have family problems such as day care, or prefer working odd-hour shifts, can have their desires considered. However, such a plan can be implemented only in a stabilized patrol shift environment.

In establishing a shift preference plan, guidelines for the resolution of conflict should first be established. In other words, what criteria determines who gets preference. Whatever guidelines are used, the first must always be the requirements of the operation. These guidelines must be standardized so they can be used to resolve future request and/or requests for changes. Once guidelines have been

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established, personnel should be allowed to select the shift they desire. Conflicts are resolved through the use of the guidelines.

Special Shifts

Occasionally it is necessary to temporarily increase the number of MP patrols for special events, special operations, or selective enforcement. When the on-duty shift cannot meet the added commitments, it must be augmented.

On-duty hours for regularly scheduled shifts can be increased so that they will overlap with the on-coming shifts for special situations. For example, on New Year's eve, if the midnight shift reports for duty at 2200 hours and the evening shift is retained until 0200 hours, the number of patrols can be approximately doubled during the most troublesome period.

An extra fourth shift can be formed to overlap two regular shifts. This fourth shift does not have to be organized as a regular squad, but may be of whatever size the PM feels is necessary. It would be subordinate to regular shift supervisors. For example, the PM may desire to apply a selective enforcement campaign against drunk drivers. Most of these offenses occur from 1800-0200 hours. He could employ a fourth shift of six MP organized into three patrols during this period. This extra shift would not have regular patrol areas, but concentrate on areas frequented by drunk drivers.

CONCLUSION

In this lesson, you have learned some of the basic techniques used to determine both manpower requirements and distribution for a patrol force. The key consideration is to base the distribution of your patrol force on thoughtful and insightful analysis of all available information. If you feel you have a good grasp of the material, turn the page and try the practice exercise. If there is some doubt concerning some of the material, review it before trying the practice exercise.

PRACTICE EXERCISE 2**INSTRUCTIONS**

This practice exercise will show you how much you have learned in this lesson. Answer each question. When you are done, turn the page to check your answers.

1. The PMO has designated two patrols to be used on the daylight shift to conduct money escorts and conduct crime prevention activities in a selected area. This type of patrol is called a:
 - a. split patrol.
 - b. directed patrol.
 - c. motor patrol.
 - d. routine patrol.

2. One of the major disadvantages of motor patrols is
 - a. lowering of person-to-person contact.
 - b. increased visibility in a large area.
 - c. inability of the patrol to respond quickly.
 - d. none of the above.

3. In calculating patrol distribution a four step method is used. Which of the following is not one of those steps?
 - a. Determine the size of the patrol force
 - b. Establish type and number of patrols
 - c. Conduct surveys of patrol areas
 - d. Analyze statistical data

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4. Using Figure 4 as your data base, January would appear to be the best month in which to schedule an ARTEP. Due to other circumstances, this is not possible. Based on Figure 4, what would be the next best month in which to accomplish the ARTEP?
 - a. December
 - b. June
 - c. November
 - d. May
5. The PM and company commander have determined that they have sufficient personnel to employ a fourth, special shift, at least two days a week. Based on historical data and the information available in Figure 5, you recommend the special shift be employed during
 - a. 2000-0400, Thursday and Friday.
 - b. 1600-0200, Friday and Saturday.
 - c. 1000-1800, Saturday and Sunday.
 - d. 0800-1600, Wednesday and Thursday.
6. The technique of planned distribution of MP patrols to the place and at the time needed is called
 - a. shift design.
 - b. selective enforcement.
 - c. area patrols.
 - d. none of the above.

ANSWERS TO PRACTICE EXERCISE 2

Question	Answer	Reference
1	b	Page 45
2	a	Page 42
3	c	Page 33
4	d	Page 35
5	b	Pages 36/37
6	b	Page 30

If you had a hard time getting the right answers, go back and review the lesson. If you did well on this practice exercise, you are ready to start the next lesson.

LESSON 3/TASK 1

LESSON 3

FAMILY VIOLENCE SITUATIONS

TASK 1

Plan for the handling of family violence situations.

CONDITIONS

Given the requirement to respond to a family violence situation and applicable regulations.

STANDARD

Demonstrate your comprehension of the task by correctly answering 70% of the questions on the examination.

REFERENCES

FM 19-10 Military Police Law and Order Operations
FM 19-20 Law Enforcement Investigations

GENERAL

For the purposes of this subcourse, and police operations in the field, a family crisis or domestic disturbance may be defined as follows. It is a family argument that has escalated to the point that police intervention has been requested or is required. The family argument has grown serious enough to believe that there is a danger of violence; or violence has occurred.

Domestic disturbances involve aggression and unpredictable behavior. In many cases, they also involve the use of alcohol. They are inherently dangerous, as well as delicate incidents to handle. Unfortunately, in our society it is a relatively frequent occurrence. In some cases, some of our nation's police patrols may spend as much as a third of their time responding to such incidents.

One of the most difficult and dangerous incidents to which MP have to respond is domestic disturbances. During the decade from 1973 to 1984, 1,237 police officers were killed in the line of duty. Of those officers, 69 were responding to domestic disturbances. Approximately 40% of all police

injuries stem from response to family violence incidents. The primary consideration when military police respond to family violence situations is the safety of the responding military police. An injured MP cannot assist the disputants in resolving their problems. As can be seen from the foregoing information, these type calls are inherently dangerous.

In addition to the family quarrel type situation, other forms of violence also occur. Nationally, about six million wives are abused annually, and the number continues to rise. Between 2000 to 4000 wives are actually beaten to death. Wives are not the only victims. Increasingly, men have become the victims of spouse abuse. It is estimated that at least 282,000 men are victims of abuse. The abuse of children and the elderly is also on the rise. All of these types of incidents are periodically publicized in the media. A glance through most any blotter on any installation will show that the military community is not immune from these types of incidents.

ANALYSIS

The analysis of data in the provost marshal's office (PMO) will assist in preparing MP patrols to respond effectively to these type incidents. A careful analysis of the information available will aid in determining the level and trends of family violence. It also allows the habitual offenders and problem locations to be identified.

Some of the types of information that you will seek include:

- o When (time periods and days) are the incidents most frequent?
- o How often are weapons involved? What type? Where are they stored?
- o What is the location of the occurrences?

This information can be obtained from several sources. Among the major sources is the station blotter (DA Form 3997). Once you have started to identify trends and locations, reference to the Desk Reference Cards (DA Form 3998) can also provide additional information. Many of the statistics will be compiled by the installation crime prevention officer. One of the sources he will use is DA Form 2819, Law Enforcement and Discipline Report (Figure 8). The more information that can be gained ahead of time, the better prepared the patrol force will be to effectively respond to incidents when they occur.

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**FIGURE 8. DA FORM 2819
LAW ENFORCEMENT AND DISCIPLINE REPORT.**

FIGURE 8. (CONTINUED).
DA FORM 2819, LAW ENFORCEMENT AND DISCIPLINE REPORT.

SECTION G—TRAFFIC LAW ENFORCEMENT												
a	CATEGORY	ARMY PERSONNEL	OTHER			ARMY PERSONNEL	OTHER	TOTAL	INVOLVEMENT			
				b					c		d	
				1	ARMED VEHICLES				b. No. Arrested	c. No. Convicted	d. No. Dismissed	e. No. Acquitted
2	ARMED VEHICLES	b. No. Arrested	c. No. Convicted	d. No. Dismissed	e. No. Acquitted	f. No. Suspended	g. No. Referred	h. No. Dismissed	i. No. Acquitted			
3	ARMED VEHICLES	b. No. Arrested	c. No. Convicted	d. No. Dismissed	e. No. Acquitted	f. No. Suspended	g. No. Referred	h. No. Dismissed	i. No. Acquitted			
4	REPORT VEHICLE TRAFFIC ACCIDENTS (Reported in and for Armored and by Military Police)		NUMBER OF ACCIDENTS		NUMBER OF PERSONS		INVOLVEMENT					
5			FATAL	NON-FATAL INJURY	PROP- ERTY DAMAGE	KILLED	MAILED	FATAL	NON-FATAL INJURY			
6						ARMY	OTHER	ARMY	OTHER	DRUGS	ALCO- HOL	
7	ON POST									DRUGS	ALCO- HOL	
8	a. Collision with Pedestrian											
9	b. Collision with Vehicle											
10	c. Single Vehicle											
11	d. Single Motor Vehicle											
12	e. Multiple Motor Vehicles											
13	f. Non-Traffic Collision											
14	TOTAL											
15	OFF POST											
16	GRAND TOTAL											
SECTION H—PROPERTY												
TYPE		NUMBER		LOST	STOLEN	RECOVERED						
17	180 Gov't Property Damage Motor Vehicles											
18	180 Gov't Motor Vehicles											
19	Private Property Damage Motor Vehicles											
20	Private Motor Vehicles											
21	Nonmilitary Personal Property											
SECTION I—PHYSICAL SECURITY AND CRIME PREVENTION												
		NUMBER		MILITARY	CIVILIAN							
22	Physical Security Inspections Conducted											
23	Physical Security Surveys Conducted											
24	Assured Physical Security Inspections Assigned											
25	Physical Security Inspections Approved for Accreditation											
26	Percent Passed Physical Security Inspections Approved											
27	Physical Security Inspections Conducted Whichever											
28	Physical Security Inspections Conducted Whichever for Conv.											
29	Crime Prevention Inspections Conducted											
30	Crime Prevention Surveys Conducted											
SECTION J—STRENGTH												
31	a. Average Active Army	b. Reserve Personnel AFPI:		c. Total Average Strength								
32	Average MIA Civilian											
SECTION K—MPI DATA												
33	a. Average MPI Assigned	b. Investigations Initiated										
REMARKS												
TYPED NAME, GRADE AND TITLE OF APPROVING OFFICER					SIGNATURE OF APPROVING OFFICER							

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The analysis is a basic tool to identify problem areas in handling domestic disturbances. It has a two-fold purpose. The first has already been stated. In other words, to prepare and plan for these type of incidents. The second and equally important reason is that the analysis will provide information upon which to base your training programs. Some of the types of information that can be obtained and incorporated in both planning and training are discussed in the following paragraphs.

There are basic patterns to the violence that occurs. You can determine what these are for your particular installation. About twenty-five per cent of all homicides occur between husbands and wives. In domestic violence, males commit aggravated assaults more often than females. However, females commit homicide more often than males in this situation. Males predominate in acts that require the use of brute force and physical dominance. This includes acts such as punching, slapping, grabbing, and choking. Females usually cannot match their husbands in physical strength. When they initiate acts of violence, or retaliate, they are more likely to use objects as weapons. Wives outnumber husbands about 2-to-1 in hitting the victim with a hard object such as a lamp, ashtray, frying pan, etc.

In almost all domestic disturbances, there is a potential for escalation and sudden violence. There may be a continued build-up of frustration with no release. Sudden violence can erupt, volcanically, when the pent-up frustration reaches a breaking point. This happens in most of these cases. Serious injury and death may result. The carefully planned homicide is relatively rare in these circumstances. Rather, one or the other of the disputants totally loses control of their temper and commits the act with little or no forethought.

Weapons, Places, and Times

In many domestic disputes, the weapon employed is often one readily at hand. You can study the installation statistics to determine trends. There are some trends nation-wide that you should be aware of. They provide a starting point: for the analysis of this area at the installation. Some studies have concluded that females are more likely to use a knife while males are more likely to use a gun.

The most common place for females to be killed or seriously injured is the bedroom; the kitchen for males (homicides). The kitchen has been found to be the overwhelming favorite for family arguments; followed by the bedroom and living room. The bathroom appears to be a sanctuary. This may be

because it is one of the few interior rooms that commonly has a lock. One of the disputants can safely separate themselves from the other. Even when the door is smashed, that act itself often releases some of the pent-up tension and slows the action enough to decrease the likelihood of violence.

Usually, the highest incidence of domestic disputes occurs between 1700 and 2300. If this pattern holds for your installation, that is the time you should have your best crisis intervention team on duty. Domestic disputes often begin around 1700 when the husband returns home from work. It then escalates during the evening. The hours from 2000 to 2300 generally have the highest frequency of incidents.

Weekends, particularly Friday and Saturday nights, have the highest reported incidence of violence. This may be due to the following three reasons:

- o It was during this time that the husband did most of his drinking.
- o Friday is often payday and arguments erupt over money.
- o Spouses spend more time together on weekends and chances for escalation increase accordingly.

MILITARY POLICE ROLE

The role of the MP in domestic disturbances is to restore order and prevent violence. MP are to stop the conflict and convince the individuals to regain control of their actions. The MP ensure that all family members are safe and have not been harmed. Incidents involving spousal abuse are to be handled in keeping with AR 608-1. In essence, MP provide a "band-aid" to temporarily reduce the potential level of violence. They cannot solve the root causes of the problem. All the MP can do is "buy time" until the appropriate agencies can provide assistance.

Training

Because these situations are so delicate and dangerous, military police must be trained in methods of handling domestic disturbances. Part of your responsibility as an NCO will be to provide this training, and keep it current. The training includes specific skills and methods needed to handle these incidents. Continual training is essential.

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Availability

Unlike many other community services, the military police have the capacity to respond to emergencies 24 hours a day, seven days a week. Since these incidents involve the potential for violence, rapid response is essential. The support systems available to MP enable them to intervene quickly and effectively. Part of the reason for this is the communications network and response transportation available to the MP. Equally as important as their availability is their training that you as an NCO have constantly up-dated.

Authority and Responsibility

In addition to availability and mobility, the MP have the authority to intervene in such situations. In those cases that require it, they have the authority to apprehend individuals. When given the authority to respond, response must be in a professional manner. Above all, the needs of the victim must be considered.

INITIAL RESPONSE

Desk Sergeant

In answering domestic disturbance calls, MP must have all the available information concerning the family and the situation. When receiving a domestic disturbance call, the desk sergeant must obtain as much information as possible from the individual making the complaint. At the same time he must be sensitive to the agitated and fearful state that the complainant is often in. This is particularly true if the complainant is one of the disputants, or another family member.

The desk sergeant:

- o Obtains data from the complainant. Who, what, when, where, and how, and if weapons are available or involved.
- o Asks the caller to describe the situation. Encourages the caller to remain on the telephone to report changing events.
- o Checks weapons registration cards and DA Form 3998.
- o Relays all information to the patrol answering the call.

- o Assigns a back-up patrol, if required. An MP should never enter a residence alone.

Patrol

Crisis intervention is a very difficult and dangerous task. Persons involved are overexcited and highly emotional. Their actions are highly unpredictable. Safety of the MP, and others, must be a primary consideration. Domestic disturbances are never "routine" calls. The danger to the responding MP can be substantially reduced by preparing ahead of time.

All available information pertaining to the situation should be provided to the patrol by the desk sergeant. The responding patrol should use their previous experience and training to begin to form a tentative plan of action prior to arrival on the scene. You must also anticipate and be prepared for the unexpected. As the situation develops, the plan should be modified accordingly. Always remember, these situations are highly volatile and no two of them will unfold exactly alike. You, and your plan, must be highly flexible.

The patrol responding to the incident should avoid making noise that announces their arrival at the scene. The approach of the MP vehicle is usually the first sign to one of the disputants that the MP have been called. If the disputants are prone to violence, the sound or sight of an approaching MP vehicle allows them time to prepare for police arrival. Upon arrival at the scene, the vehicle should be parked one house away, if possible.

Approach

The approach and parking of your vehicle should be done in such a manner so as not to draw attention. There is always the danger that the MP may be assaulted between the time of arrival and the time they reach the door. Visually check windows and doors for unusual movement or objects while approaching the residence. Look for cover and concealment as you approach, in case something does happen. Flashlights should not be shined at the windows of the residence. This provides warning to the disputants. Only the MP in front should use a flashlight to avoid silhouetting the other MP.

MP will always stand to one side of the door; never in front of it. Before knocking or ringing the bell, listen at the door for 15 to 30 seconds. You may be able to tell the nature of the disturbance and whether or not it is violent.

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before announcing your presence. Before knocking, check the screen/storm door to see if it is locked. Such doors, if not checked, can create an unexpected barrier between MP and the disputants. This is a particular problem if some sort of immediate action is required. Do not sound aggressive when knocking. If there is no response at the door and the dwelling appears quiet, verify the address with the desk. If correct, check the sides and rear of the dwelling for indications of the presence of the occupants. Neighbors may also provide useful information.

To ensure coordinated activity, patrol partners will decide before gaining entry what action each will take upon entry. In other words, determine ahead of time what action each will take in separating the disputants and mediating the disturbance. When someone answers the knock, MP identify themselves and state why they are there. If not invited into the dwelling, request to move the interview inside, out of the view of the neighbors.

To avoid walking into an unknown situation, avoid entering the dwelling after being told to come in. Ask the resident to open the door for you. When entering, the senior partner positions himself on the side of the door that affords the greatest observation of the interior. This is usually the hinge side of the door. The senior partner will direct who enters the dwelling first, based on his observation of the situation. This provides for better command and control.

If entry is initially denied and the situation is temporarily calmed, the MP remain on the scene. They work through the chain of command of the disputant to gain entry. If the situation appears violent, or if the MP have probable cause to believe a person is injured or in imminent danger, they have a lawful right to enter the dwelling.

Entry

Upon entry, MP should be prepared for anything. Of particular importance is to observe the area for potential weapons. MP should also be alert for evidence of alcohol, drugs, or abused dependents.

Initial contact with the disputants is critical. MP should display a calm, positive, and helpful manner. Initial impressions will set the tone for the interviews and have a calming effect on the situation. Introduce and identify yourself and state why you are there.

Once inside, the MP separate the disputants. It is a good idea to have the disputants out of the direct line of sight

of each other. If it is necessary to move the disputants to different rooms, avoid the kitchen and bedroom.

Your first step on arrival should be to observe and neutralize possible threats to your safety. Remove obvious weapons such as guns and knives. You should also be concerned about such items as ashtrays, folding chairs, scissors, kitchen utensils, and boiling water. Position yourself away from windows and staircases. Do not turn your back on any of the disputants. Know where your partner is. Unless you must physically restrain a person, try to avoid crowding, threatening, or otherwise touching what may be an already hostile person. It may provoke him to a greater degree of hostility. Your intent is to calm and gain control of the situation.

Create a first impression of nonhostile authority. Keep in mind, however, that you may be threatened with danger at any time during the call. Your behavior will have a great deal to do with the reaction of the individuals involved.

Once the immediate danger has been removed, MP suggest that everyone sit down. Persons involved in domestic disputes may be hostile, abusive, and uncooperative. You should expect that some of the hostility will be directed toward the MP. The MP are often viewed as intruders in a private matter. Attitudes of the disputants will usually be directly and immediately affected by the attitude projected by the MP.

The attitude of the MP is important. The initial impression will determine the degree of cooperation. Unintended meanings and attitudes will be read into the words, facial expressions, and body positions of the MP by the disputants. The MP must display a calm, positive, and helpful manner. A sensitive and tactful approach can do much to create a positive environment in which the dispute can be mediated.

Interview

After gaining control of the situation and calming the disputants, the MP can begin to interview the individuals involved.

Observing conditions inside the dwelling while obtaining information may give you ideas of the contributing causes of the dispute. Be alert for sudden movements. Watch to see if the disputants continually glance at closets or bureaus. Such actions may be the first indication that an individual has a weapon available. The MP should also observe:

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- o Living conditions, clothing, and personal cleanliness.
- o Location and number of disputants.
- o Injuries to the disputants.
- o Emotional level of the dispute and emotional condition of the disputants.

Apparent lack of food, broken furniture, and excessive amounts of liquor or other alcohol can indicate neglect and instability. The condition of clothing and personal cleanliness can reflect the pride the family has in itself and the level of support provided. Facial expressions, eye movements, and body positions can provide emotional signs of fear, hate, depression, and embarrassment. Physical deformities or other handicaps affecting the family relationship may be noticeable. It is possible that the afflicted person is being criticized or belittled by other family members. Such afflictions may also be financially and emotionally draining and a part of the pent-up frustration.

Whether they are directly involved or only observers, the people at a crisis scene are quite likely to be in a highly emotional state. It is the MP's job to first calm the situation before gathering information needed to begin to mediate the situation. The MP must be flexible and vary his approach, depending on the people involved.

Show Understanding. By the MP's words, tone of voice, facial expressions, and gestures, he must try to show the individuals that he actually understands what the person is feeling; and the depth of that feeling.

Model. The MP should set an example, and the mood, by his calmness. He should project an image of nonhostile authority.

Encourage Talking. Encouraging the person to talk is often an effective way of calming them down. Care must be taken that the disputants do not begin to again trade accusations. Talking can have two effects: ventilation of emotions and diversion. Diversion encourages people to talk about matters other than the crisis and has a calming effect.

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It is important in the process that the MP do not appear to take sides. The appearance of neutrality by the MP is very important. Don't automatically assume that the husband is the one at fault.

After calming the disputants, the MP obtain information on the family structure and background before attempting mediation. The gathering of this information often serves as a diversion, as well as providing data needed. MP should obtain the following:

- o Names and addresses of all present and their ranks, SSAN, and units, if military.
- o Relationship and legal status of the disputants. (Married; nephew-uncle; boyfriend-girlfriend.)
- o Length of residence in quarters and period of time assigned to the installation.
- o Whether or not children are involved; if so, their ages and parental relationships.
- o Whether or not MP/civil police have previously intervened in domestic disputes involving the individuals.
- o If disputants are currently receiving any professional counseling.

Once the disputants have been separated, seated, and have furnished the basic information, MP then interview each disputant. The key is to be a good listener, while at the same time guiding the interview. Allow each person to give his or her side of the story. In volatile situations, it may be helpful to do this out of hearing of the other individual. This is a situational judgment that has to be made by the senior partner.

Each disputant is asked to define or explain the problem that caused the argument. Do not assume that any involved individual is okay based on the word of the other disputant. Check with each person individually. MP must appear interested and be good listeners. You must carefully avoid giving opinions or making value judgments. Maintain natural eye contact. In responding, use neutral words and be observant of body language.

If a disputant refuses to discuss past events, respect their wishes. When a disputant is willing to talk, every effort should be made to gather as much information as possible. If

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the individual is obviously lying, make it clear that they are not being believed. Questioning, repeating the disputant's statement, and evaluating apparent facts are methods that will aid in gathering information. After the problem has been defined, question the disputants about related problems, to see if a pattern emerges.

MP ALTERNATIVES

There are four courses of action available to the MP once order has been restored: mediation, referral, temporary separation, and apprehension. As soon as MP establish what has occurred, they must choose a course of action. If the dispute has been verbal only, the MP can mediate, make referrals, or suggest temporary separation. If a physical assault has occurred, they must effect an apprehension. In all cases, the unit commander must be informed of the incident.

Mediation

The most lasting and effective solutions to a crisis are those that the person involved comes up with. The MP's goal in mediation is to help the individuals solve their own problem, not solve it for him. Rather than giving possible answers or solutions, the MP helps the individuals express what might work. Often domestic disputes, particularly verbal ones, are the result of a failure in communications between the parties involved.

Referral

Before the MP can expect someone to follow referral advice, he must help the person realize that there is a problem. MP should know the social agencies available on the installation and within the local community. A listing of local agencies, addresses, points of contact, telephone numbers, operating hours, and services provided should be available to the MP. Referrals have been found to be significantly more personal and acceptable if the name of a point of contact is provided. Army Community Services (ACS), hospital social workers, family advocacy case management teams (FACMT), and the Military Family Resources Center are all excellent sources for this type of information.

Temporary Separation

In some cases, a cooling off period may be advisable. In military units, the military member may spend the night, or several nights, at the barracks or other designated facility. Care must be taken in exercising this option in that it often carries the stigma of guilt for the military member. All parties should understand it is for convenience, rather than punishment or an assignment of guilt. Close coordination is required with the unit commander.

Apprehension

When required, due to the actions of the individual, an apprehension may have to be effected. An apprehension is normally effected when a serious offense has occurred. The senior MP will have to make this judgment. Local military police training should be coordinated with the staff judge advocate to ensure that the latest legal doctrine is applied. In effecting an apprehension, care must be taken for the MP personal safety. In such a situation it is relatively common for the other party to the dispute to turn on the MP, sometimes violently.

FINAL ACTIONS

Before departing the dwelling, MP should restate whatever agreement has been reached. Ensure that the disputants understand what is about to happen. Uncertainty merely adds to the stress of a crisis situation. Misunderstanding and uncertainty can regenerate the crisis.

Policies should be fully explained. In accordance with local policy, inform the unit commander. The unit commander may be able to provide needed information, or assist in the solution of the problem.

SUMMARY

Some "do's" and "don'ts" that should be remembered are:

Do Not:

- o Over react to the situation.
- o Become emotionally involved.
- o Chastise either party in the presence of the other(s).

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- o Take sides.
- o Use excessive force.

DO:

- o Establish communications, understanding, and rapport.
- o Try to separate those in conflict.
- o Keep the conflict out of the public eye.
- o Be alert to your own safety.
- o Know what agencies are available to assist.

During this lesson, we have discussed techniques that provide not only for a successful outcome of family violence situations, but which also provide extra measures of safety for the responding military policemen. Adherence to these procedures will save time by reducing repeat calls. More importantly, they provide assistance and serve to protect the military community.

If you feel you have a good grasp of the material, turn the page and try the practice exercise. If you still have some doubts, review the material again before attempting the practice exercise.

PRACTICE EXERCISE 3

INSTRUCTIONS

This practice exercise will show you how much you have learned in this lesson. Answer each question. When you are done, turn the page to check your answers.

1. Domestic disturbances are delicate and dangerous incidents to handle. You determine through your analysis that the majority of domestic disturbances occur on your installation on Friday and Saturday evenings. One of the actions you should probably take is to
 - a. double the housing area patrols on Friday and Saturday.
 - b. place your best crisis intervention team on duty at those times.
 - c. have the PM request courtesy patrols for the housing area.
 - d. none of the above.
2. Statistics reflect that the rooms to be avoided, when possible, in calming a domestic disturbance are the
 - a. living and dining rooms.
 - b. dining and bath rooms.
 - c. kitchen and bedroom.
 - d. bedroom and dining room.
3. In responding to a domestic disturbance call, MP should
 - a. respond quickly, using emergency equipment.
 - b. approach the door directly and demand entry.
 - c. seek the assistance of neighbors.
 - d. park one house away, if possible.

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4. Before leaving the scene of a domestic disturbance, MP should
 - a. restate whatever agreement has been reached.
 - b. ensure disputants know what is about to happen.
 - c. fully explain policies.
 - d. all of the above.

ANSWERS TO PRACTICE EXERCISE 3

Question	Answer	Reference
1	b	Page 59
2	c	Page 62
3	d	Page 61
4	d	Page 67

If you had a hard time getting the correct answers, go back and review the lesson; if not, you are ready to begin the next lesson.

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LESSON 4

ESTABLISH LIAISON FOR THE SENSITIVE HANDLING OF RAPE VICTIMS

TASK 1

Identify the agencies with which liaison has been established for handling rape victims.

CONDITIONS

Given the responsibility for coordinating liaison with outside agencies for handling rape victims.

STANDARD

Demonstrate your comprehension of the task by correctly answering 70% of the questions on the examination.

REFERENCES

FM 19-10	Military Police Law and Order Operations
FM 19-20	Law Enforcement Investigations

GENERAL

Military police play an important role in handling rape cases. They are often the first help available to a rape victim.

Rape is classified as a crime of violence, not a sexual crime. The crime of rape, under appropriate federal laws, is a capital offense, punishable by death. It is a complex offense. Rape is rarely sexually motivated. It is most often a crime of hate, anger, and violence in which the rapist uses sex as a weapon to inflict harm and humiliation upon the victim. Sometimes the victim is a substitute target for the rapist's anger against women as a group, or even against society itself.

Rape is both an emotional and physical assault. The emotional shock of rape often does greater harm to the victim than does the actual physical assault. Rape victims may show fear, anxiety, anger, and shock. This may be displayed both by physical and verbal actions. Victims may

laugh, cry, or shake while discussing the offense. They may also appear controlled and calm, hiding their inner feelings.

Physical shock, exhaustion, or even strict self-discipline may cause a victim to seem calm and composed. But fear is always present. Fear may last for hours or for months, depending on the victim and the ordeal she has experienced. The victim may have been threatened or come close to death. A victim may fear that the rapist knows her name and address and may harm her in the future.

A rape occurs in the United States about every seven minutes. In 1985, there were 87,340 rapes reported. In the Army, a rape occurs about once every 20.6 hours; essentially once a day. At least there are that many reported. These figures take on even greater significance when it is realized that it is estimated that only about 45% of rapes are reported. Rapes are often not reported for many reasons. These reasons include embarrassment, fear, and lack of confidence in the police and judicial systems. This lack of confidence is not without a degree of justification. One Department of Justice study showed that only about 5% of rapes were prosecuted, with only about 2% of those resulting in convictions. There are also many cultural and historical myths surrounding rape that cause victims to hesitate to report them.

A victim who reports a rape to the police may be exposed to police skepticism, tactlessness, or other inappropriate conduct. Medical care may be inadequate, insensitive, and delayed. The need to repeatedly describe the attack to police and investigators, doctors, prosecutors, judges, all of whom may well be men, is emotionally very trying. Throughout the process, to include the courtroom, the victim may find herself a victim all over again. She is subject to attacks on her character, chastity, and life style. This has been described as being raped once again. All of this is often subject to unwanted and insensitive publicity by the media.

MYTHS/STEREOTYPES

Few criminal offenses have more unfortunate myths and stereotypes associated with them than does rape. Many of these myths stem from cultural and traditional factors. That does not excuse them, nor does it lessen the emotional damage they can cause. As previously noted, many rapes go unreported. A part of the reason for them going unreported is because of these myths and stereotypes. A great deal of

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emotional damage to the victim can be caused by persons who still cling to beliefs in these myths.

One of these myths is that most rapes are false reports. This is just not true. Probably less than two percent of reported rapes are false reports. People sometimes believe that women falsely accuse men of rape as a means of getting even. When you think of the traumatic experience that a woman goes through, even when handled with compassion and sensitivity, and the stigma that often attaches to rape, the lack of logic to this myth becomes evident.

Associated with the myth of false reports is the one that the victim "asked for it." This myth is based on societal attitudes toward dress, behavior, and drinking. It also assumes that rape is a sexual crime. Rape is entirely too traumatic an experience for a woman to "ask for it."

That there can be no rape if the victim doesn't cooperate is another myth. This attitude is typified by the expressions such as "a woman with her skirts up can run faster than a man with his pants down" or "One cannot thread a needle if the needle does not stand still." Rape is a crime of violence. There is either actual violence, or the threat of violence. Women don't cooperate in rape, they are forced against their will. This is almost the same as saying there would not have been a homicide if the victim had outrun the bullet. A rape case does not require physical injury to support the charge of rape. The threat of force may be overwhelming.

This is a sampling of some of the myths that are associated with rape. None of them are valid. Unfortunately, there are many others as well. Military police must be aware of these myths and stereotypes. They cannot allow them to cloud their judgment. Every claim of rape must be treated as valid, and the victim must be handled with all the compassion and sensitivity of which the MP is capable.

INITIAL ACTIONS

Lend Aid and Comfort to the Victim

When MP encounter rape victims they must react quickly to ensure the emotional and physical well-being of the victim. They check the physical condition of the victim and render immediate first aid. Immediate life-saving steps will be taken when required. If there are no injuries apparent, inquire about them, since they may be hidden by clothing. Rapport should be established with the victim as quickly as possible. It is important that military police be aware and

sensitive to the fears of the victim and take action to lessen them. The initial actions of the MP set the stage for the investigation and the subsequent recovery of the victim. Victims that are treated in a callous, indifferent, disbelieving manner can undergo difficult and lengthy recovery periods.

Immediate Apprehension

It is possible that the offender may still be on the scene upon arrival on the military police. He should be immediately taken into custody and removed from the sight and hearing of the victim. As the patrol approaches the scene, it should be alert for fleeing suspects. As soon as is reasonably possible, a description of the rapist should be secured and broadcast to other patrols.

Secure the Crime Scene

It is important to the investigation and subsequent prosecution that the first patrol units on the scene secure it. The scene should not be disturbed. The only exception to this is those actions necessary to provide aid to the victim. No one should be allowed on the scene until the arrival of the USACIDC investigator. Upon his arrival, MP on the scene follow his instructions until properly relieved.

Interview

The initial interview with the victim should be kept brief. The victim should be moved to a private place to talk, away from the incident scene. The role of the military policeman in conducting the interview is to gather enough information for investigators to begin investigating the offense. When possible, the interview should be conducted by a female. Leading or sexually explicit questions should not be asked. The essential details of what took place and where should be determined. The victim should be asked if she knows the assailant. She may also know where the offender is, or can be located.

The rape victim will relate the incident more freely if only one person is present during the initial interview. Tact, compassion, and patience are critical. Failure to exercise these qualities may cause the victim more emotional harm. If the victim is made to feel guilty of the crime, the emotional damage can be significant.

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Inform Victim of Evidence Procedures

The victim should be told what is being done and why. The MP informs the victim of the evidence procedures that must be followed until the investigator arrives. The victim should be advised not to take a shower until after a medical examination. Clothing should not be changed or other evidence destroyed. This must be done with a great deal of sensitivity and compassion for the victim. Assure her that fresh clothing will be arranged for as quickly as possible at the medical facility.

Escort Victim To Medical Facility

Once enough information has been obtained to start processing the scene, the victim should be escorted to the nearest medical facility. The victim should be taken into the facility as privately as possible. Once inside she should be kept in a private waiting room. This keeps her from public view and additional trauma and embarrassment. She must be given a thorough medical examination. Under no circumstances should the victim be left alone. The MP remains with the victim until she is released to the USACIDC investigator.

Medical personnel are to preserve clothing and other items for evidence examination. The examining physician should be advised of the areas of interest in the case and the evidence samples needed for the investigation.

USACIDC INVESTIGATORS

USACIDC is responsible for the investigation of rape and claims of rape. When the victim is emotionally prepared, a follow-up interview is conducted by a USACIDC investigator. The USACIDC investigator investigates all rape claims. Rape claims are never assumed to be false.

The USACIDC investigator is told of all MP who have had contact with the victim. The investigator will want to interview them. Their observations of the victim's emotional state, the condition of her clothing, and other circumstances involved will be significant. They will be of importance to the conduct of the investigation and to the future prosecution of the offender.

LIAISON/COORDINATION

One of the more effective ways of providing aid and assistance to the victim is for the military police to have coordinated with local support agencies ahead of time. Local policy and SOPs will determine notification requirements in case of rape. There are several agencies that can provide support and assistance to the rape victim. Both military and civilian agencies may be available. Who they are, and the amount of assistance they can provide will vary from installation to installation. Installations located near major metropolitan areas will usually have access to a wider variety of support agencies. It is important that the PMO establish lines of communication with these agencies. An excellent source of information, guidance, and assistance is the Military Family Resource Center.

Army Community Service (ACS)

One of the agencies available on most installations is the ACS. The ACS may have a crisis intervention team. In some cases there may be a rape crisis center, or team. If the military does not have a rape crisis intervention center, there may be one in the civilian community. A family advocacy case management team (FACMT) may also be available. Notification procedures should be established and coordinated between the military police and the agency involved. The level of initial intervention, its timing, and its location must be determined ahead of time. This may vary from installation to installation, depending on ACS and/or FACMT capabilities. The same is true in determining the entry point into the situation. Other support agencies, both on and off post, will require similar coordination.

Hospital/Medical Facility

It is of critical importance that procedures be coordinated ahead of time with the medical facility. As with all support agencies, continuing liaison is critical. Both personnel involved and the capabilities of the facility change. It is important that both the military police and the medical personnel have a close working relationship.

A point of contact should be established at the medical facility. This greatly aids in continuing liaison, and the development of mutual trust and understanding between medical personnel and the military police. It also greatly aids in a crisis situation should any difficulties arise. Mutual notification procedures should be established. It is

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possible that the first report of the crime may come when the victim seeks aid at the medical facility.

Close coordination with the medical facility enhances mutual understanding and facilitates the establishment of such things as a private waiting area. It must always be remembered that medical personnel are primarily trained and concerned for healing the sick and injured. They are not trained law enforcement officers. Close coordination allows the medical personnel to gain an understanding of the importance of the collection and preservation of evidence. When this understanding is accomplished ahead of time, it greatly facilitates proper handling and cooperation at the time of an incident.

CONCLUSION

This lesson has discussed the crime of rape and the importance of being sensitive and compassionate toward the victim of this crime of violence. Prior coordination with support agencies greatly facilitates the investigation; more importantly, it provides support and assistance to the victim. If you feel you have a good grasp of the material, turn the page and try the practice exercise. If you are unsure of some of the material, go back and review the lesson before trying the practice exercise.

PRACTICE EXERCISE 4**INSTRUCTIONS**

This practice exercise will show you how much you have learned in this lesson. Answer each question. When you are done, turn the page to check your answers.

1. Which of the following statements concerning rape is/are true?
 - a. Rape is a sex crime
 - b. Rape is both a physical and emotional assault
 - c. Rape victims are always hysterical
 - d. Rape is a misdemeanor under Federal law
2. An initial interview is necessary with the victim. This interview is conducted by MP. Which of the following is correct concerning this interview?
 - a. It should be brief
 - b. When possible, it should be conducted by a female
 - c. The victim should be asked if she knows the assailant
 - d. All of the above
3. Liaison should be established ahead of time with the medical facility because
 - a. it can aid in the preservation of evidence.
 - b. it facilitates the treatment of the victim.
 - c. reporting procedures can be established.
 - d. all of the above.

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4. In seeking information on services available to assist rape victims, which of the following might be contacted?

- a. Military Family Resource Center
- b. Army Community Services
- c. Civilian rape crisis intervention center
- d. All of the above

ANSWERS TO PRACTICE EXERCISE 4

Question	Answer	Reference
1	b	Page 72
2	d	Page 75
3	d	Page 77
4	d	Page 77

If you had a hard time with the answers, go back and review the material. If you got the answers correctly, you should be ready to turn the page and take the examination.

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